

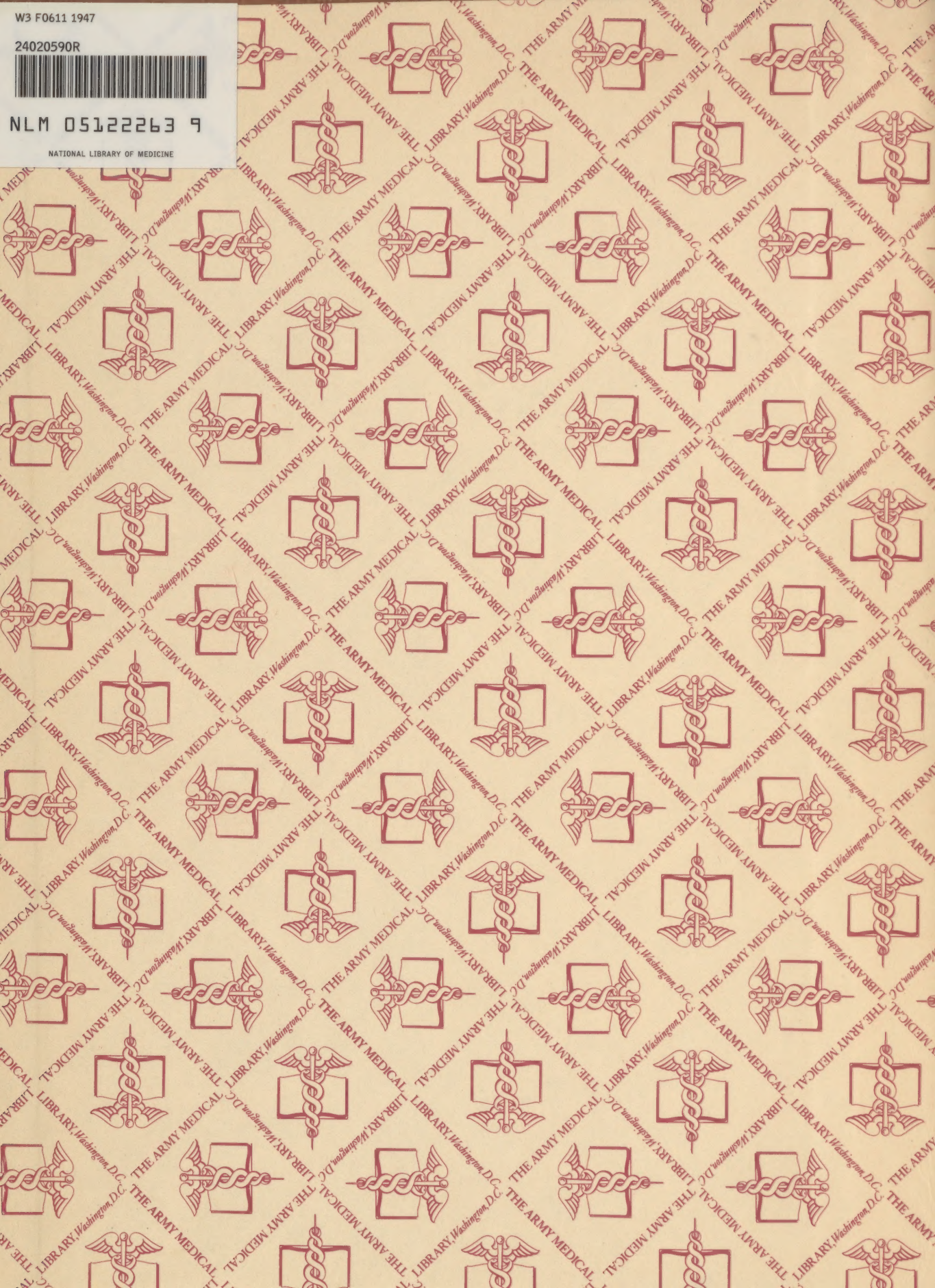
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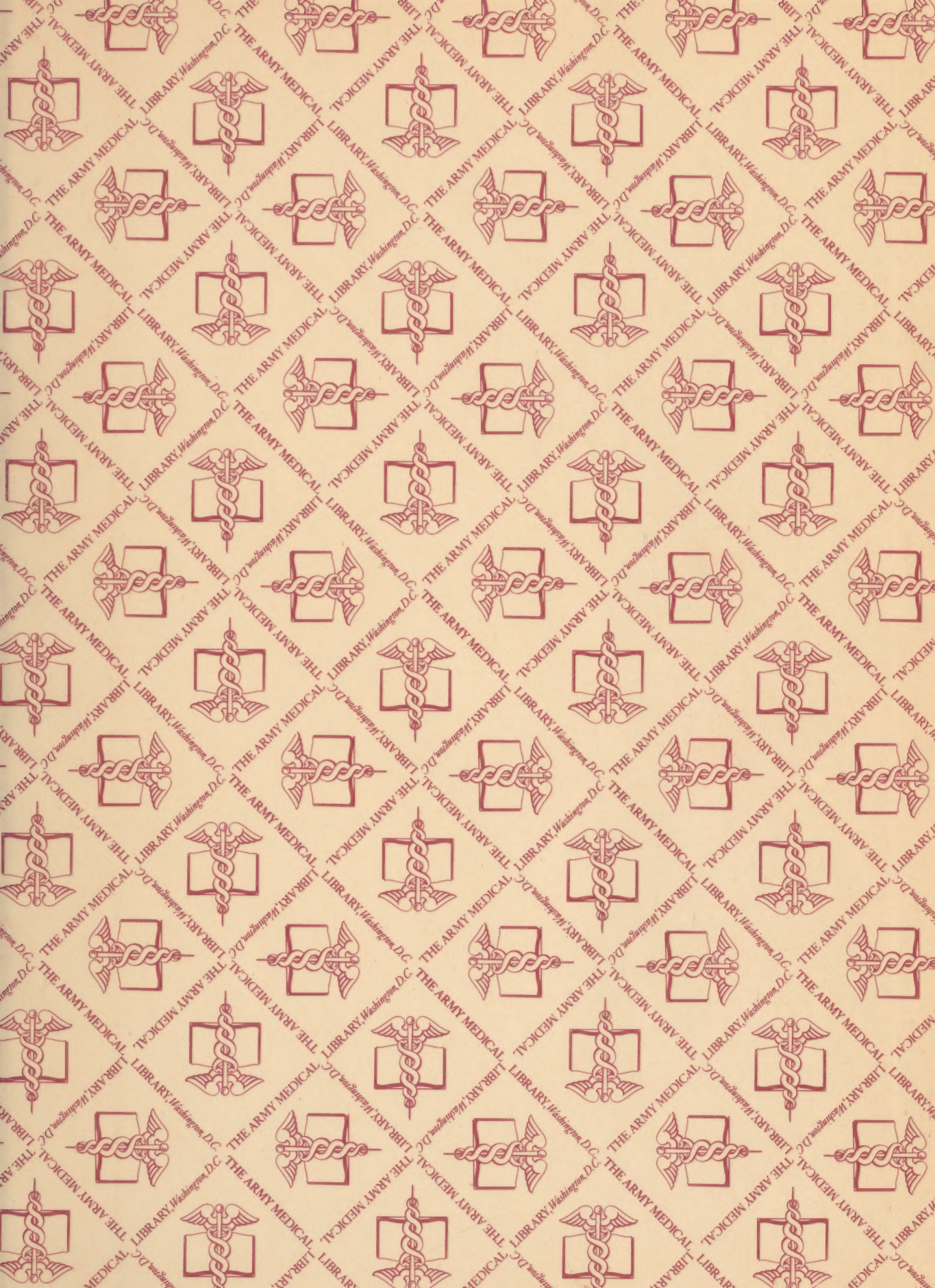
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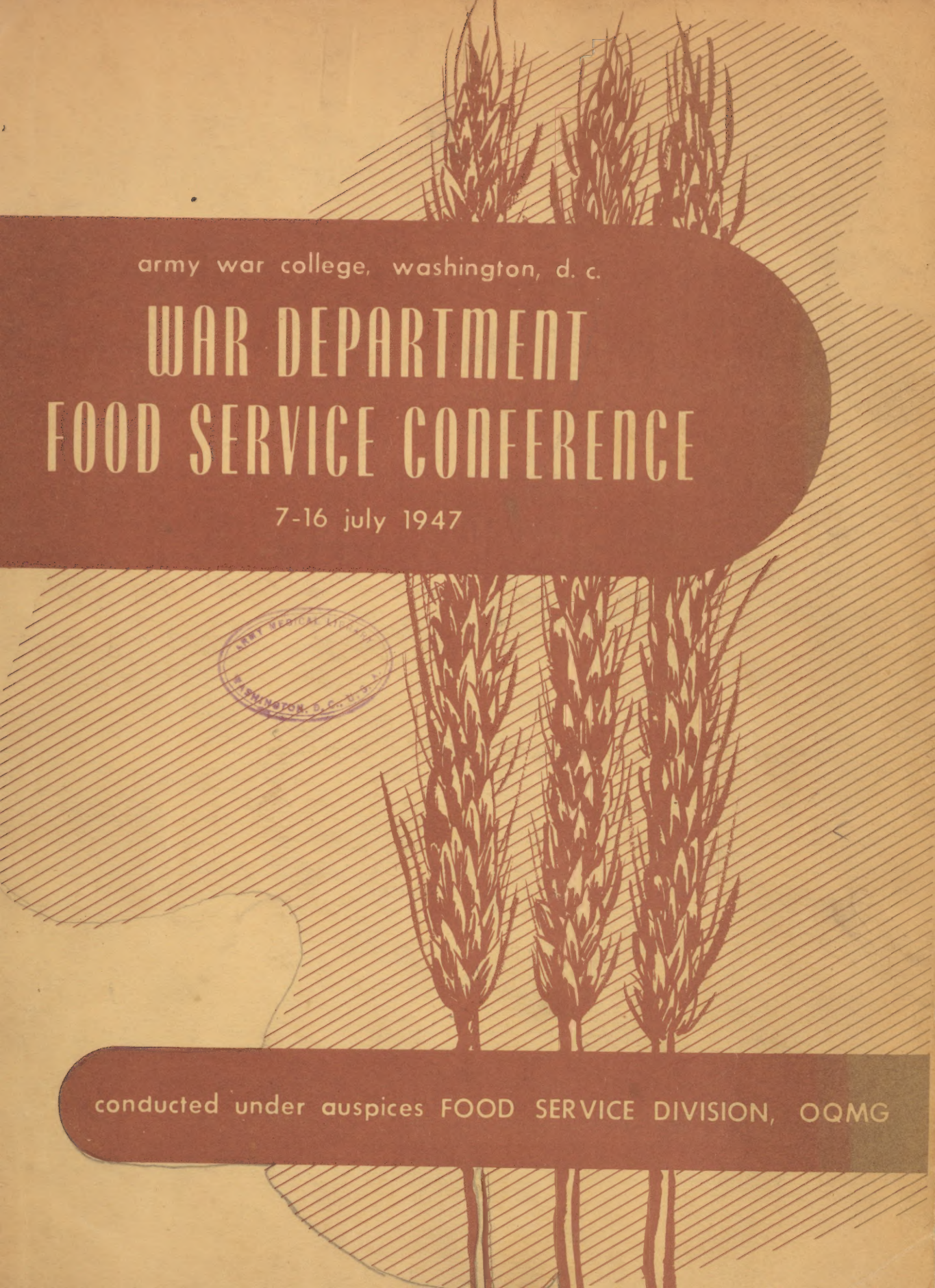


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WAR DEPARTMENT FOOD SERVICE CONFERENCE

7-16 july 1947

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WAR DEPARTMENT

FOOD SERVICE CONFERENCE

7 - 16 July 1947

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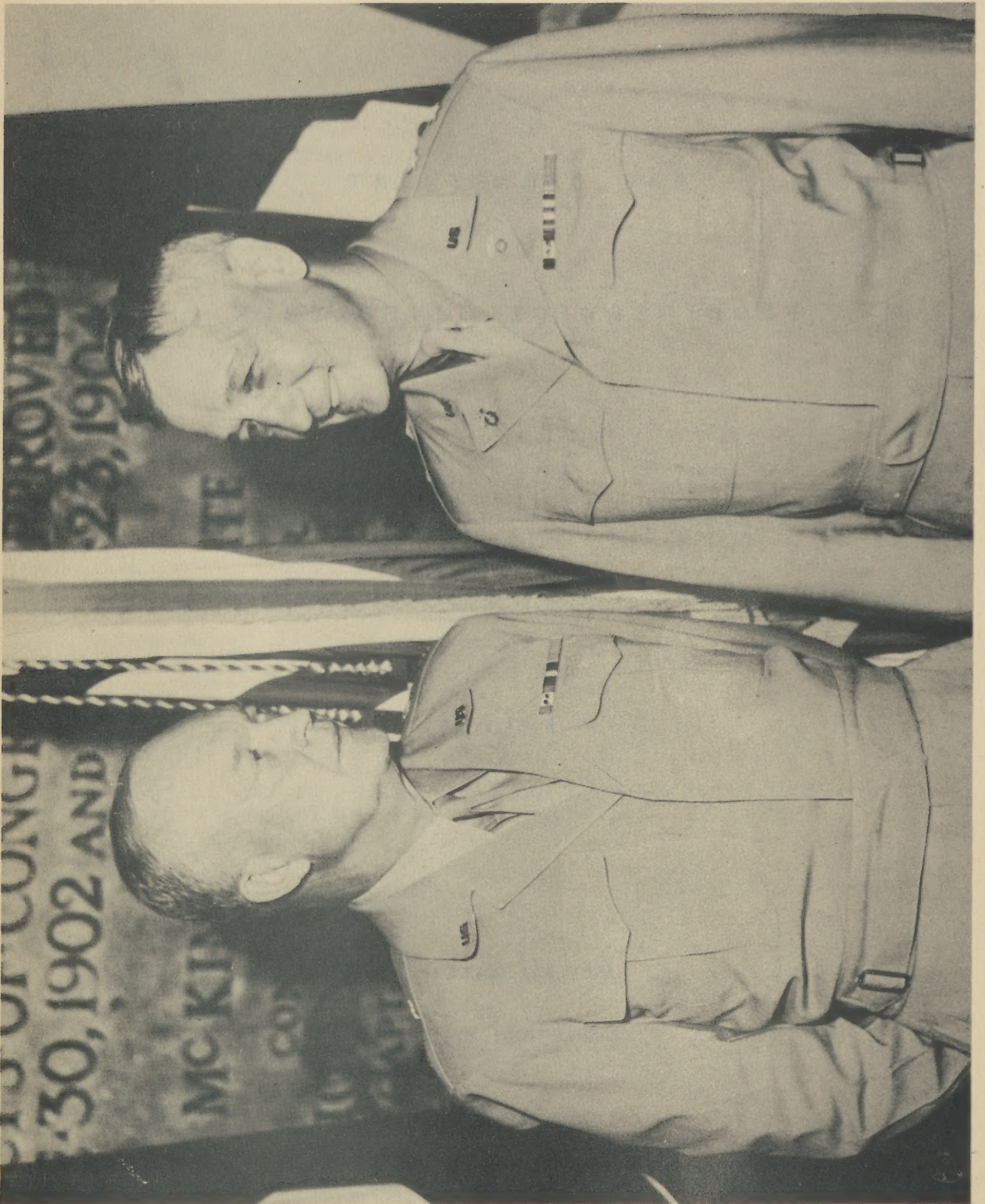


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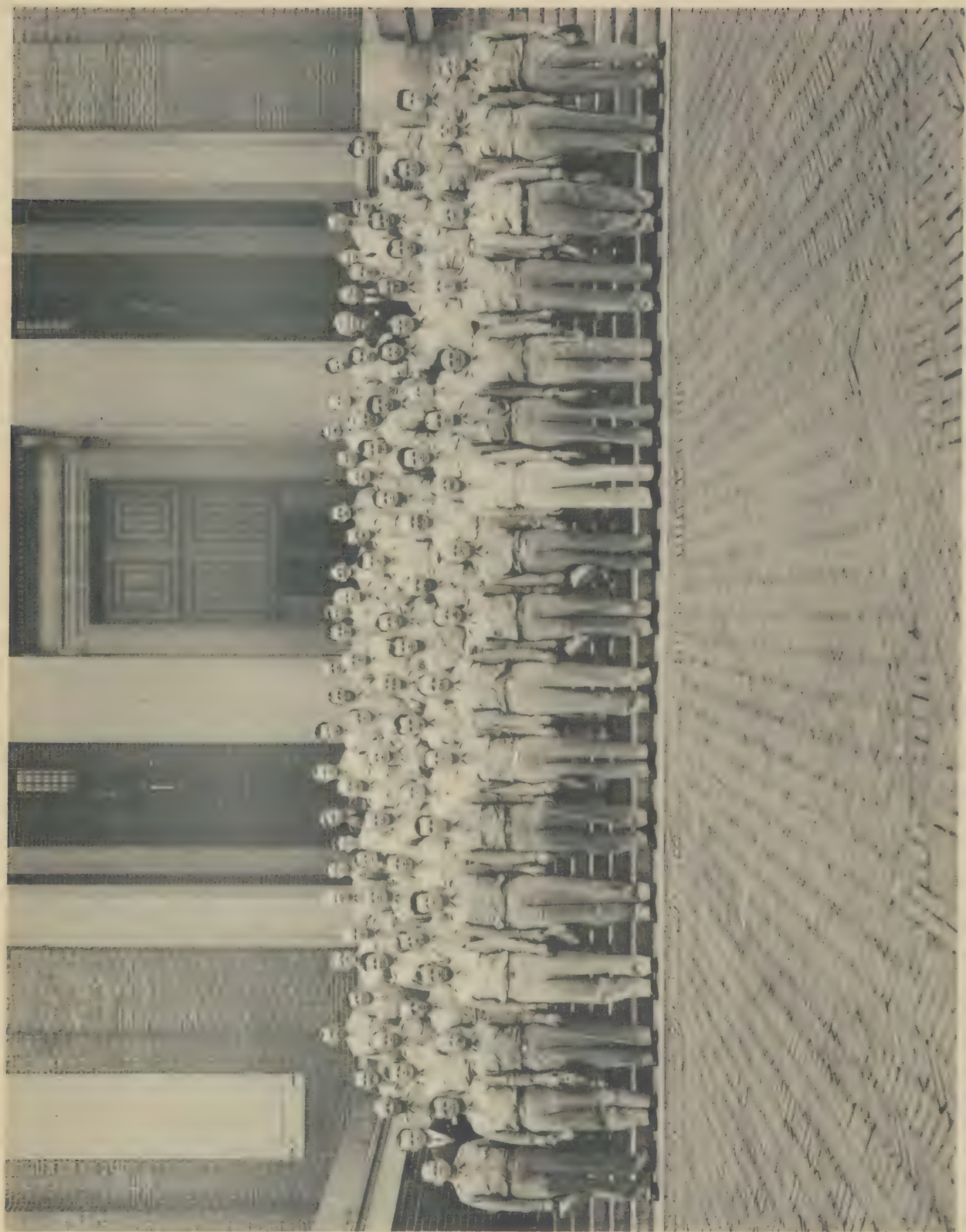
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MINUTES
OF THE CONFERENCE



COL. F. C. HARDING

Ladies and Gentlemen. This marks the opening of the first world wide Food Service Supervisor's Conference ever to be held.

Last Saturday it was learned that General Eisenhower would have to appear before a Senate Committee this morning so our program has been altered accordingly. Both General Eisenhower and General Larkin will be here at three this afternoon.

In speaking about the implementation of the Food Service Program I would like to take you back to 1930 when an attempt was made by President Hoover to take stock of the Nation's health. It was concluded at that time that a large percentage of the children of the United States were handicapped by physical and mental deficiencies traceable directly or indirectly to improper diet. Similar findings were later published by the Department of Labor.

Of the first 1,000,000 registrants examined under Selective Service, one in every seven was rejected for disabilities connected with mal-nutrition. In 1943 3.2 percent of all draftees had defects due solely to a dietary deficiency, while an additional 40 percent showed symptoms of secondary diseases.

These alarming figures should give every one of us food for thought.

During the twenty years immediately preceding World War II great discoveries were made regarding nutritive values of foods. Much of our present day knowledge of vitamins was acquired during that period. Various ways and means of retaining the maximum nutritive values of the foods we prepare for eating was developed during this period. In short in the interim between World War I and World War II food service developed into a highly specialized activity.

The Army, in the early stages of the War, realized that we could no longer gamble with the health of our soldiers by using haphazard methods of food preparation and service. The training curricula of our food service schools was designed to teach the cook the best ways of retaining food values and at the same time to prepare attractive and palatable meals. As the war progressed certain foods became critically short in supply. With a desire to effect all possible conservation measures and still serve food with high nutritive content it was determined that increased supervision by well trained officers and non-commissioned officers was necessary. The Army Service Forces and Army Air Forces organized food service programs in 1943. In May of 1945 the food service program was made Army wide. The program of 1945 soon developed weaknesses. Food Service Supervisors were appointed but often had so many other duties that full time could not be devoted to the supervision of the food

service program.

It was further determined that the food service program did not offer sufficient inducements to attract the higher type of personnel. Consequently it was thought that an over-all up-grading of personnel would tend to bring the higher type into the food service program.

As a result of these apparent weaknesses a new directive was issued - War Department Circular 50, 1947. This circular has gone a long way toward the implementation of an effective Food Service Program.

It has made it mandatory that the Food Service Supervisor be given only one duty - that of Supervising the Food Service Program.

This is as it should be. I have already pointed out that there has been a great amount of scientific knowledge acquired in the last few years regarding food. An alarming percentage of men coming into the army suffer in some manner from dietary deficiency. It is therefore vitally important that these food service supervisors be well trained men who can devote their entire duty to the supervision of the Food Service Program.

War Department Circular 50 has authorized the up-grading of all food service personnel, and it has created some new jobs.

Food Service Technician, Assistant Mess Steward, and Mess Attendant. The last job mentioned, that of mess attendant has provoked several questions and problems. The authority for assignment of a maximum of one mess attendant to every 35 men or a minimum of 1 to 75 has been the subject of a great deal of debate. Some outfits have assigned the maximum and some the minimum number. In those instances where the maximum number of 1 to 35 has been assigned there appears to be no difficulty.

It was the intention of the War Department that the mess attendants job would be a stepping stone to a cooks job. In order that this be accomplished it was intended that the duty of mess attendants should not be solely that of KP. The original idea was that they would be rotated through Cooks Helper's, Meat Cutters Helpers, or Baker's Helpers jobs. However, in many instances Commanding Officers have thought of them solely as KPs.

I might point out also that the appointment of mess attendants does not preclude the use of a KP roster whenever necessary.

It was also intended that every mess attendant should have expressed a desire for this type of work. This position was designed as the first step in a Food Service Career. In some instances men have arbitrarily been assigned to this duty regardless of job preferences.

There are many questions regarding this MOS which need clarification. This is a matter which you gentlemen who have been watching the implementation of this Program at close range may properly discuss.

It is our desire that ALL problems confronting the Food Service Program be laid out in the open and freely discussed.

We have asked that you write these problems on the form which has been provided you and turn them in to the Conference Adjutant in Room 50 of this building by tomorrow morning. However, this does not mean that you can't submit problems at any time during the Conference. The Adjutant has a supply of the forms and you may obtain them from him and submit them at any time.

Therefore, if you forget something of importance when you submit your problems tomorrow morning do not fail to get another form and submit the question.

I want to emphasize the purpose of this conference. It is only natural that the implementation of a Program of such scope as outlined in Circular 50 will be attended by various problems. This is the time and place to air those problems to the end that we may develop the most efficient and successful Food Service Programs.

The fact that the implementation of this program is attended by problems should not alarm us. All through history, all major military organizations have, after a fashion, implemented a food service program.

In all instances they have been confronted by problems of varying nature. For example, in the days of the Roman Empire when the Legions of Caesar invaded Egypt General Antony was confronted with a major problem in implementing his food service program. We know that great blood-shed was avoided not so much by the amorous activities of Cleopatra as by the wining and dining of the Roman soldiers by the Egyptians. It is probably a toss-up as to whether food or love held the Romans in a passive state during the occupation period. We do know that the Egyptians wined and dined the Romans while their Queen, who was endowed with great propensities for love, made amorous passes at the Roman General. It would, without doubt, be correct to assume that it was a combination of food and love which held the Romans in such a peaceful state during their occupation of Egypt. It also raises the question as to whether Mark Antony's association with the royal affections were not a happy military expedient designed to quickly obtain proper food supply for his men.

We do not anticipate that we will be confronted by any such problems requiring this type of military expedient.

In 1775 when the Quartermaster Corps was founded the Quartermaster

General of that day was under a tremendous handicap in implementing a food program.

He lacked sufficient funds. He did not have the complete co-operation of the civil population. Even the popular song of the day contained harsh criticisms of the Army. If you remember the second stanza of Yankee Doodle "and there were a thousand men or more, as rich as Squire David; and the food they wasted every day, I wish it could be saved."

I could go on and point out that every major military organization has recognized the importance of food and has been confronted by all sorts of problems in their attempt to have the best fed Army.

We of America are proud that we do have the best fed Army of the World. We know that our food service can be improved and we mean to do it. It is as important for us to take advantage of all our scientific knowledge regarding food preparation and service as it is for us to improve new weapons for defense.

I am sure that I am speaking for every delegate to this Conference when I say that we have firmly resolved that our Army will have as efficient and successful a food service program as it is possible to devise.

To explain the Conference Outline and purpose I present to you Lt. Colonel H. C. Kirchner - Colonel Kirchner.

LT. COL. H. C. KIRCHNER

Colonel Harding, members of the conference, the press and guests. The purpose of this conference is to bring together the top level personnel directly concerned with Food Service in the field with interested representatives of War Department level, and our civilian consultants to confer on policies, procedures, and problems of the Food Service Program.

Policies have been enunciated in WD Circular 50, 1947, and its revisions WD Circulars 99 and 100, 1947. Some of these policies have been subjected to various interpretations. Therefore a revision of Circular 50 is now in draft form and being circulated for concurrence within the War Department. It was hoped that the revised circular would be published prior to our meeting here today. However, it will be our purpose to discuss the points at issue during the eight days of the conference and attempt to clarify the intent of the circular and perhaps formulate additional recommendations for inclusion in the final draft.

Procedures have been delineated for the most part by TM 10-401, Food Service Supervision. Tentative copies were issued to Hq, AGF and AAF for distribution and criticism invited. The suggestions received have been screened and evaluated and included in a second tentative draft which now awaits final action. A committee will be named later in the program and given an opportunity to study this final revision for the purpose of making definite recommendations to the Conference respecting its adoption.

Problems of the field of a nature general enough to interest the majority will be taken up during discussion periods which have been distributed throughout the program. Opportunity will be afforded throughout the week to discuss other more localized problems with the proper representatives in OQMG concerned.

The need for a conference of this nature has been definitely expressed by the Food Service Supervisors in the field. Although Food Service has been practiced as an Army wide program since 1945 the impetus given it by the issuance of WD Circular 50 with its statement of broad policy and important authorizations of additional MOSs, grades, and ratings has created many problems and a need for clarification of those policies and procedures. We cannot hope to accomplish all that is necessary here within the eight days of conference but we can expect to become familiar with each other's point of view and establish a common ground of understanding between the field and ourselves so that we at WD Level may more intelligently prescribe policy and render the maximum of service in solving the complex problems that will arise.

It is unfortunate that the Food Service Supervisors of all echelons cannot be present but obviously that would tend to make an unwieldy conference with less chance of accomplishment of definite objectives. It is hoped that this meeting will create the incentive to a continuing action of conference, within the Armies, overseas departments and theaters some of whom have already seen the advantage of the exchange of ideas on Food Service between the various echelons of command.

In formulating the program for the Conference the Steering Committee was of great assistance. It was their opinion that you representatives from the Zone of Interior and overseas departments and theaters would arrive with plenty of questions to be answered and problems to be discussed. So it was decided to confine the number of prepared talks to those of an introductory, informative and discussion-provoking nature with emphasis on the latter.

These discussion-provoking talks are distributed throughout the program and each one is followed by a period devoted to the broad field of the particular subject provoked by the talk. If you will refer to your program, for example, tomorrow from 0900 - 0930 Lt. Colonel Willis E. Shelton from the Office of The Adjutant General will speak on Selection and Screening of Food Service personnel. Discussion on Personnel Problems is reserved for the afternoon period 1400 - 1630.

Wednesday morning July 9th, 1015 - 1045 Major E. J. Byrne, Chief of Food Service School Branch, Personnel and Training Division, will speak on Training in Food Service Schools. His talk will be immediately followed by discussion of Training Problems which will continue for the rest of the day interrupted only by the luncheon period.

July 11th, 0900 - 0930 Lt. Colonel R. O. Falls, Chief of the Inspection Branch, Food Service Division, will treat the subject "Duties of Food Service Supervisors" and Mr. J. C. Smith, Jr., of the Training Branch, Personnel and Training Division, will discuss the new manual TM 10-401, Food Service Supervision from 0930 - 1045. Since both of these talks will provoke similar discussion the period from 1100 - 1630, less time for luncheon will be devoted to it.

The 14th of July schedules an outline of the proposed Career Program for Food Service Personnel from 1045 - 1130 by Mr. Harry Hadley, Office of The Adjutant General and discussion of this subject is reserved for the entire afternoon of that day.

On the morning of the 15th of July, 0930 - 1000, Colonel Wm. E. Barksdale from Subsistence Branch, Supply Division has consented to speak on the Relationship of Food Service Supervisors with Quarter-

masters, Sales Commissary Officers, Depots and Market Centers. Discussion of problems related to that subject will be conducted from 1015 - 1130.

The afternoon of the 15th of July will be given over to discussion and committee reports and the afternoon of July 16th for a final critique to tie up any loose ends that may be left dangling.

You have been informed in the material handed to you upon arrival that the Conference requests submission of topics which some of you would like to have discussed. Please submit these by 0900 tomorrow morning to the Adjutant in Room 50 just outside. A committee on recommendations will be appointed by the Conference Chairman. This committee will screen the submitted topics for duplications and correlate them into the discussion periods allotted in the program so that all pertinent material will be included under each general heading. Topics which do not classify into the designated general discussion groupings will be brought up for discussion by the Chairman at his discretion. Additional topics for discussion may be submitted throughout the week but in order to assure them the proper attention and place in the program it is advised that they be in the hands of the recommendation committee as soon as possible.

It is not intended that only those who are primarily concerned with Food Service in the Army both in the Z/I and overseas commands will have a voice in the conference. We hope to hear the opinions of the representatives of the Navy and Marine Corps who are present, the representatives of the WD agencies concerned and also from those gentlemen and the ladies who represent the food industry and who have been so generous of their valuable time to consent to act as consultants to the Secretary of War and the echelons of staff and command to which he has assigned them. I am sure you will all make the most of this opportunity to express your views. Conference Headquarters has been established in Room 50 adjacent to this theatre. The Adjutant, Major Brearly, will be happy to assist you in any manner possible. If there are any questions on the conference procedure, I will endeavor to answer them for you.





COL. HARDING

Ladies and Gentlemen, it gives me a great deal of pleasure at this Food Service Conference to present to you our Quartermaster General, Major General T. B. Larkin - Major General Larkin.

MAJ. GEN. LARKIN

General Eisenhower, distinguished guests, ladies and gentlemen: We all recognize I am sure that food is one of the most important factors in the morale and well-being of the soldier, that subsistence purchased for the armed forces is of good quality and variety but we know that in many instances there is much to be desired in the preparation and conserving of the food. During the past year considerable progress has been made on that score. There is still much room for further improvement. That is the primary reason for the series of conferences and discussions. We have present at these meetings food experts from my office and from our Food Laboratory in Chicago, the Surgeon General's Office which has been of much help to us, also has representatives here. In addition, we have actively participating in these meetings, practical consultants from the food industry. They have faithfully, and from their own funds of experience, as well as on their own time, helped actively in applying high commercial standards in the greatest of mass feeding problems. The Army has gained from this association. The soldier is the ultimate beneficiary. These civilian experts are consultants on the staff of the Quartermaster General. They have been of great value to me in the past and I'm counting on their active help in the future. In this connection I wish to point out that other food experts have been named as advisers for each Army Commander. I trust that their talents will be utilized to the maximum in order to improve food service in the various commands. In all of this program the arms and services have had the active help and leadership of our Chief of Staff. Despite many and varied important problems, General Eisenhower has never failed to concern himself about the comfort and well-being of the men in all the armies under him. His example has been a source of inspiration for all commanders. In deciding what is required to give better food service, General Eisenhower recognized that the means for attaining that objective were available within the army structure without upsetting command channels. By that single decision he gave impetus at once to command responsibility for food. That supplied the impetus for this series of meetings. Ladies and Gentlemen, I have the honor to present our Chief of Staff, General of the Army, Dwight D. Eisenhower.

GEN. EISENHOWER

General Larkin, ladies and gentlemen: My last appearance on this stand, I think, was as a student back in the spring of 1929 and as I recall, my subject was the organization of the army, and particularly

the general staff and I had to get up here and give a most unhappy performance for about thirty minutes. As I look back now I could scarcely have imagined that my next appearance would be up here in a responsible position and talking to a great audience such as this about food. But in line with that talk I have been questioned several times by friends of mine, and people with mistaken notions, as to the functions of the Chief of Staff of the Army; as to how I had time or why I should concern myself with such a detail as food. Maintaining it is one of the techniques of the army to provide food and it was the captain's business to see that the mess sergeant did it and his business to see that the cook was all right. How did I have time. Now I have never heard any objection to my activity if I were down on the Hill urging adequate pay for the soldier or for the officer. No, on the contrary, that usually gets great acclaim and great support. Now the food of the soldier is part of his pay. We feed him and it is my firm purpose that none of his pay is going to be counterfeit or paid in pesos instead of dollars. We know how important the food is to the soldier and I will venture that the experience of every older officer here has been the same as mine through the years. You go into a company, whether you are the captain, or in later years when you accompany the captain, and you found that the officer knew everything about his mess so far as its cleanliness, its sanitation, the correctness of the accounts, the orderliness of the supply room, the clean fingernails of the cook, everything except how to cook food, and in that one particular he was at the complete mercy of his mess sergeant. Now, fortunately, through our systems of cooks and bakers schools, in times of peace we normally had good mess sergeants and pretty fair cooks, but we have never been so situated that in times of emergency, such as this demobilization, we have officers to turn to to supply the deficiency that we had when these people all suddenly tore back to civil life. Now if an officer is going to inspect anything intelligently, he's got to know something about it, and that's the simple direction of my concern in this food problem. I know that anything that the officers of the army know about, and have been trained in, they can do a good job and do a good job and it is my purpose, so far as I am capable of doing it with all of the support of the General Staff, Chiefs of Services, Army Commanders and everybody else, to see that our officers, and not only people like yourselves that are definitely and directly engaged, but every officer of the army, knows something about cooking, and until he is, as far as I'm concerned, he's not a good army officer, because every single one of them has something to do with the enlisted men, their morale and their welfare and in something that is so important to us all as eating, and particularly the people with girths that are somewhat my size, you will understand how important this thing food is, and that is what we are attempting to do. I want to echo something of what General Larkin has said about the help we have gotten. The finest food people in this country have seen it as a public service which they could render to us by jumping in and helping us, actually by taking officers in their kitchens and teaching them to be expert cooks, by coming and giving us their advice, by travelling throughout the army structure, both

here and abroad, looking to see what is our trouble. I've even learned new words - "eye appeal" is one I've learned and it seems to have a good effect on food. Certainly, one of our experts said that due to eye appeal alone he's been selling spinach salad for numbers of years at 1500% profit. Now if we can make that kind of appeal to the soldiers we've got a better army and we won't be paying them in counterfeit or reduced value coin. There is no conference that we've held in recent months, or since I've been back in Washington, that I look to with so much interest, or certainly any more interest, than I do this one. I believe that we can do this job and it's in the hands of people like yourselves to put it over. I have no excuses or apologies for saying that I'd like to be remembered as the Chief of Staff that did something about the army's cooking. Thank you very much.

COL. HARDING

We have with us today Colonel Shayer O. Robinson, War Department General Staff, who will give us the viewpoint of the War Department in relation to the Food Service Program. If you have any questions I am sure he will be glad to answer them and implement any information pertaining to the Food Service Program from the viewpoint of the War Department General Staff. Colonel Robinson.

COL. ROBINSON

War Department General Staff

My talk was to be one of the introductory type not one of these thought provokers, and I don't know how successful I am going to be in answering a lot of questions.

The official title of these remarks is "the War Department General Staff Viewpoint of the Food Service Program," and that title would lead you to believe at first that there have been divergent viewpoints; that there are several schools of feeling about the Food Service Program; and that the War Department General Staff has an idea and that The Quartermaster General has an idea; and maybe The Surgeon General does too; and that they are all sort of rambling around not agreeing on things. As a matter of fact, this does not divide itself into two general schools of thought at all. Fundamentally, basically the viewpoints of the Food Service Program from the several Staff levels are identical, and that is because of the structure of the Staff and the procedures that go on in the Staff when things are being processed there. A new idea, or the change to an old one, must originate in the Technical Service concerned. The General Staff does not try to originate ideas in this Food Service Program. The idea originates in the Technical Agency and is sent to the General Staff for the view and the coordination, and approval for publication. So it follows that when the idea reaches you in the field as a new policy, or a change to an old one, it represents complete accord between the several Staff levels. However, when it comes to the implementation of the Food Service Program, there is a cleavage; there is a slightly different viewpoint. And here again it is because of the separate functions of these two Staff levels. You might say that General Staff has the objective or detached viewpoint of the Program as a whole, whereas the Technical Services concerned have a functional or an operative viewpoint because it is their job to carry this thing out. The General Staff has announced what is wanted and they drop it right there and the Technical Agencies concerned pick it up and figure out how to do it and in that respect there is a different viewpoint. Let's examine for a moment Circular 50. Circular 50 starts out in its first two paragraphs and makes a broad announcement. Paragraph 1 - The necessity for the Food Service Program, and then Paragraph 2 it proceeds to define the Food Service Program first; and second to expand that definition to include the

objective of the Food Service Program which is made up of five very simple parts. If the definition of the Program as expanded by the objective of the Food Service Program is being satisfactorily carried out and administered in the field, the Food Service Program as a whole is a complete success. Except for some mention of some personnel assignment policies in Paragraph 2b, that is all there is to what you might call the General Staff portion of Circular 50. The remainder of Circular 50 (there are thirteen paragraphs altogether) you might call the tools that have been placed in your hands and in the hands of the Technical Services to carry out the policies, the definition and the objective of the Food Service Program as laid down in paragraphs 1 and 2. For instance, paragraph 12 specifically and emphatically saddles the Quartermaster General with the problem of inspecting the Food Service Program and all of its ramifications. That is not a General Staff matter; that's a tool in the hands of The Quartermaster General. Let's take an example. You might best describe this by thinking in terms of a General Staff visitor in the field versus a Technical Service visitor in the field. We don't like to call them inspectors; we like to feel that they are instructors. The General Staff visitor may observe a procedure in the field which to him is unsatisfactory. By unsatisfactory I mean in his opinion it might not be accomplishing the objective. Because he is interested in the whole thing and is just as much interested in The Quartermaster General's efficiency in the matter as he is in yours he may treat this matter as a passing incident and not even make a note of it. This same procedure in the field, however, when observed by a Quartermaster General's representative could constitute a serious breach of the doctrine which he is teaching in his schools and he would make a lot of it. Let's take a specific case. We have in our Army a practice which I say is universal now and that is the use of the No. 10 Can for the segregation of plate scraps from the mess halls. The idea is that there is a battery of No. 10 cans at the exits and as the soldier leaves the mess hall he segregates his mess scraps into these several cans which are appropriately labeled so that the fiscal information may be obtained for the preparation of the future menus and determine the likes and dislikes of the soldier. I am not authorized as I stand here to make any changes in policy, announce any new ones, issue any instructions, or do anything else except expound on the General Staff viewpoint of the Food Service Program. Please don't go back to your areas and make any changes based on my remarks. The ideas which I am expressing are my own and I am simply using them to illustrate viewpoints. Let's get back to the No. 10 Can. One of the important objectives of the Food Service Program is to make the mess hall attractive. As a matter of fact, the objective of the Food Service Program reads like this: "The objective of the Food Service Program is to furnish the consumer all of the food to which he is entitled in the most attractive, palatable manner consistent with the highest standards of sanitation and nutrition. So 20% of the objective of the Food Service Program is to make the mess hall attractive. And how do we do it? We put curtains

on the windows; we spread paint on the walls; we varnish the tables we let them smoke; we invite them to be happy and comfortable; and we try to make that mess hall stand up against the good reference so far as the consumer is concerned and yet at the conclusion of every meal our soldiers are faced with a garbage disposal activity which wouldn't be tolerated in any kind of restaurant. I am not arguing against the cans, I am just giving you points. The General Staff visitors observing this practice observe it and see it from a little different angle than the Quartermaster General's representative. The Quartermaster General's representative sees in that practice a means of obtaining accurate statistical data upon which to base his menu. He sees in it an accurate means of determining what the men like and what they don't like. The General Staff visitor (remember these two people - the General Staff visitor and the other fellow both striving for the same thing; both trying to improve both services) would be struck with the inconsistency of doing all you can to make this place attractive and maintaining an unattractive thing at the end of it. During this conference you are going to be addressed by Mr. George Mardikian. Mr. Mardikian starting with a very modest beginning has built up one of the finest and most successful civilian food service enterprises in the country. I can say that without qualification. I can promise you that if you go into one of Mr. Mardikian's fine restaurants, buy a meal, that you will enjoy it and I can promise you further that as you leave his restaurant you will not be required to segregate your plate scraps at the door. I can promise you further that when day's business is over, Mr. Mardikian and his food supervisors will know what the public liked and what they didn't like and he further will know why they didn't like it. He will know whether they didn't like it on account of poor procurement, poor transportation, poor refrigeration, poor storage, poor handling, poor preparation, poor cooking, or just plain cussidness on the part of the customer; but he will know, and the customer doesn't have to get involved in the process. I think that the Army can devise a better system. I think this conference can probably lean on Mr. Mardikian during this period and maybe find out how he does it - I don't know. Now what's the point - the point is that the General Staff officer in the field observing this practice is not going to come back here and start stirring up a revolution in the Food Service Program to change something that he maybe thinks is unattractive. That is not what he is out there for. But The Quartermaster General's people or The Surgeon General's people who may be in the field are really interested in that and they would be very sensitive to any remarks you people may have to make. Let's take another example just in passing. That's the practice of cutting slices of bread diagonally before they are served in the mess hall. Some of my Army friends that I know and have visited have heard these things before. We cut slices of bread diagonally in the mess hall, so the mess stewards tell me, to conserve bread, the idea being that if the man has been used to eating two slices of bread with his meal and you cut the slices of bread diagonally in two he will come through the line and he is so abysmally stupid that he will take two half slices with the net profit of

one slice to the Government. I think that idea will bear further investigation. I don't think that's true. I think that a man develops a certain bread requirement with his meal and he is going to get that bread, providing it is abundant, whether it is in whole slices, half slices, quarter slices, or even broken up into crumbs, if he wants bread. I know there is no regulation which says you have to cut diagonal slices; I know that, but I also know this from personal observation in the field that the practice is so wide-spread that the origin of it is so obscure that most mess stewards and most mess officers think it is the regulation. What's the point. The point is that the General Staff officer in the field is not going to go out there and find fault with this practice. If this practice, like the No. 10 Can, is a tool in the hands of The Quartermaster General to achieve his part of the Food Service Program, there is no objection to it. It's The Quartermaster General's business to find out if it's efficient and to do something about it if it is not, with your cooperation. He has two tools to work with - The Quartermaster General has two tools to work with in carrying out his part in the Food Service Program, and what are they? They are: 1. Paragraph No. 12 of Circular No. 50 which makes him responsible for the inspection of the entire Food Service System, and that portion of Circular 50 makes him responsible for the promulgation of all Food Service Training doctrines. He has the means of seeing, hearing and smelling what goes on in the field and he has the machinery to introduce any changes he wants into the training doctrine because he controls the curricular in all schools. If he finds practices which are good he sees that they are drafted up without reference to General Staff at all - they are not General Staff matters, and he has them incorporated in a current doctrine and disseminated to the school. If on the other hand he finds practices and procedures which are bad he has them abolished. So from the objective point of view - the broad policy point of view - in spite of this difference of viewpoint in the implementation of the Program, there is no difference of viewpoint whatsoever between the several Staff levels in the policy end of this Program.

COL. HARDING

We have today with us Miss Mary Barber who has long been identified with Food Service and was a Special Assistant and Consultant to The Quartermaster General prior to the war and during the war years. She is responsible to a very, very great extent for the instigation of the Master Menus that went on the field ration. She is now with the Kellogg Company and has a long career in foods and very, very much experience. I am going to ask her to say a few words to us - Miss Mary Barber.

MISS BARBER

Thank you very much Colonel Harding, and how do you do to all my

old friends and there are a great many of them here. Can you all hear me all right from here? This is a nice room to speak in. It seems that I am not raising my voice at all. It is so nice to see so many of you I have known before and I hope before I leave this conference I will know everyone of you by name and have a chance to talk to some of you. The Colonel said I have been long in this food service. I am going to give you a little personal history and you will have to excuse me if I give my personal experiences as the only ones I have ever had because they are the only ones I really have authority to talk about. It must be about twelve years ago when we became interested in Army feeding and at that time two of us came to the War Department and received permission from the Chief of Subsistence to make out a sort of a Master Menu to send out to the Camps, Posts and Stations in this country. Then I met a General who was extremely interested in Food Service and he had me come to whatever post that he was commanding officer and he would have me give a talk to the cooks and the bakers to the mess sergeants, the mess officers and then he would command all of the officers wives to come in and have a lecture also. At first they didn't dare not come so I always had a very good audience. I think the Army gave me my very best audiences when I gave these talks. So that was our initial reason for being in Food Service. Then when the war came it was considered a psychological move to have a woman connected with Food Service and those were in the days of selective service and I came to Washington in January 1940 and saw the whole Food Service Plan developed in subsistence and very largely the planning was due as you all know to Mr. Rubie Clark from the civilian angle. Then I stayed in Washington off and on during the war so that those of you whom I do not know know why I am so interested in this. During the war we had one Food Service Conference at San Antonio and there were a great many people there. I think there were 32 generals there if I remember correctly so you know it was a very high class group of people. And when we rode out to the district installation we would ride in automobiles and we were all put according to our rank and then when we would get out (Brooks Field or wherever we were) we would ride around in Jeeps. Again we were all put into Jeeps according to our rank, and I have always ridden in the very last car in the parade, but nevertheless I have always been just as interested as if I had been up in the very first car. You are going to hear a lot this week about food and about what people will eat and the attractive ways of serving food to the men who eat in your messes. You are going to hear lots about sanitation and lots about conservation. Now I have one definition on what good food is and I will pass it on to you. A little boy was asked in school: "What is Salt?" And he said, "Salt is the thing which if you don't put it in makes food taste bad." I believe that in all Army feeding it's the thing perhaps that we don't put in that makes the food taste bad, and the things that we must put in in order to have the food attractive and have it eaten insofar as it will be eaten 100 percent. Of course, it never will be the thought behind the menu and then after that the menus are planned and then of course, the cooking

comes next and then comes the serving. The best way in the world to carry on a food conservation program is to have food so good that the men will eat it. Now all during the war we were making studies as to the acceptance of different types of food. When I first went down to the Army and was writing the Master Menu I was really very starry-eyed and idealistic and said, "Oh, we must have lots of fresh vegetables on the menu." So we started out buying plenty of fresh vegetables and I can give you one illustration - cauliflower. When we purchased cauliflower for 100 men we were buying 50 pounds of cauliflower. Fifty-five percent of a head of cauliflower is waste from the leaves and the stem, so that left us not quite 25 pounds of cauliflower for 100 men. And what did we find out? We found that not 50% of the men would eat the cauliflower so we ended up by buying only half as much so we found that about 12 pounds of cauliflower was the amount that actually would be eaten in this mess. The thing got down to almost a statistical amount, as you all know, as to the number of pounds of any one food that a group of 100 men will eat. As I said, we found it extremely interesting. There is not one food in the whole world that is on the menu that will meet with 100% acceptance. In the first part of the war we found there were a good many vegetarians in the Army and their families would write and say, "Can't you set up a vegetarian mess?" It seems almost incredible that any body in the Army won't eat meat, but it is true. There isn't one food that meet 100 percent acceptance, but in planning menus we have to take that into consideration. Now the Master Menu - the idea for the Master Menu - came way back in connection with CCC camps and the first Master Menu, I believe, was set up by the Commanding Officer at Fort Francis Warren and it was sent out to the Army Posts and the CCC Camps. That Menu was really the pattern that was used in the Army during the war. I am not so sure but what we have had the point where we need that same type of menu. Now you people who are here are experienced men. I think there should always be a guide sent out from Food Service, because in that way you can control the food economy of the whole United States and it is highly advisable to have a control of that type, and as most of you know I am more or less a public relations person. All of us in the Army and connected with the Army want the approval of the civilian population and there is no way that you can get better approval than by a good constructive Food Service Program that is not going to set up shortages any place for civilians. So to my mind there should always be a Menu Guide coming out from Washington. I don't have to tell you what you people do with the Master Menus when you get them because I know and you know and nobody can follow them exactly. You are not supposed to. You are supposed to follow them insofar as you can and not exceed amounts of certain foods that are on the scarce side or that are hard to obtain or hard to transport at any special time of the year. I am sure that most people do not realize the tremendous importance that your work has on the whole food economy over the entire United States. We have just made a study of food habits of children in the schools. We took 500 teachers and took them so that every State would be represented

and then we sent a chart and asked the teachers to have the children on Monday fill in what they had eaten on Sunday, and on Tuesday what they had eaten on Monday and have no discussion of it - just the fourth and fifth grades where the children are old enough to write. You would be perfectly horrified if you could see the type of menus these children are eating. It was very clearly shown what you all know - the regional food habits for the different sections of the country. But the thing which was so perfectly terrible is, for instance, a piece of cake and a Pepsi-Cola or a Coca-Cola or a piece of pie and a soft drink. And then through the day they never made up for that lack of breakfast. Now, you know, at least during the war it was true, 30 out of a hundred men wouldn't eat breakfast. All of those food habits are formed way back in the home and when the boys come to you they have very decided likes and dislikes, as you know, about food. One little boy wrote on his chart one day: "Didn't have no supper. I was mean and was sent to bed." When the men eating in your mess are mean - and some of them are - you can't send them to bed and it is very difficult to discipline them because they don't eat certain things. So the only way you can ever do it is by having the best possible food - and you get that - the best possible food is purchased, then having it prepared in the best possible way so that it will be appetizing and will be accepted. Colonel Robinson (Is that right; he was speaking when I first came in, wasn't he?) spoke of having the very best hotel and restaurant standards. You are competing in a way, aren't you, with hotels and restaurants. You would much prefer to have your men eat in the mess then to go to town and eat in a restaurant. That is another conservation method. But you are not only competing with hotels and restaurants; you are competing with home cooking. And you are competing with the food habits that have been formed during the earlier lives of these people who eat in your mess and they are extremely staunch. So the only way you can ever change these food habits is to have the food so good and so attractively served that the men will want to eat it. Then I am not a great believer in not giving such awfully large servings. I think that if people have a little bit less than they want they may come back and get more but it tastes so good to them, whereas if you have a whole tray of stuff in the place sometimes it is not too attractive and people do not eat quite so well. This has been a very rambling talk and I want to tell you that Colonel Harding asked me to say something to you and I had no preparation whatever, so I hope you will all be very kind to this and I also hope that I will have the opportunity of visiting some of your messes. I can honestly say that I have never seen a poor Army mess. Why? Because I have never been allowed to see one. Everytime I have gone onto a Post the word has gone ahead and I have been shown the best messes on the post. But all during the war when I gave talks to the mothers and the women throughout the country - when I broadcast - I can honestly say I have never seen a poor Army mess. I never want to see a poor Army mess because I hope from now on there is never going to be a poor Army mess. And there is really no excuse for serving poor food in the

Army Mess.

Thank you all very much for listening to me and I hope you will all invite me to come to see you and eat in the worst mess that you have on your post.

COL. HARDING

Thank you very much, Miss Barber. I think what she has said is probably true - "she has never seen a bad Army mess." The next speaker this morning is Colonel Landaw, the Food Service Supervisor for the Army Ground Forces. Colonel Landaw.

COL. LANDAW

Headquarters, Army Ground Forces

Colonel Harding, Ladies and Gentlemen. Since I am not allowed to bore you with a lot of graphs and charts I am going to have to talk from some of the mimeographed sheets I have passed around for you to see. The Army Ground Force in Headquarters Army Ground Forces that are involved in all the factors of the Food Service Program it would be impossible in this short time to talk about all the program. The market center operations, food preference, better menus, better foods, which will be discussed later on in the meeting by more qualified personnel in better details. One objective which we hear so often boiled down in the Food Service Program is to insure that the food procured for the Army is served the individual soldier in the best palatable manner. After taking into consideration personnel, conservation, food preference, and all other related matters pertaining to the serving of food in the Army. The second logical objective is to assure that the system used or employed to implement the above objective is workable and effective. In talking about Food Service we must now lose sight of the objective in peace-time of the Army better to defend the U. S. from defeat of the enemy in the field. A long-range planning, research and development of the ration system that will serve troops in combat is of vital necessity. And any system that fails to meet both the peace and war-time objective is in self-defense. Procurement of subsistence, storage and distribution, issue, preparation, serving of food, training involved in all of the above subjects, is and will be a command function, and its policy is directed by the customs and service and directives of the War Department. The present system is sound, and it is possible it may be necessary to change some of the procedure. These procedures require that all personnel, enlisted, civilians and officers, accept and carry out that or their responsibility. To reach the goal desired in the Food Service Program, the Army must have a supported integrated system of Food Service. We are now reaching towards that goal. Food Service and the serving of food in the Army is not necessarily a new function to the organization of an Army. To make a comparison at this stage - it will be necessary to compare one object with another in percentages - but from recent observation in all of the Armies and the Z/I, taking into consideration all of the details involved in the

complex feeding of the Army, food service has materially and definitely improved. Other methods that will improve or further improve the Food Service Program are sound judgment in the interpretation of what we mean by Food Service; two, the enthusiasm in accepting and carrying out the responsibilities governing the implementation of the program. From observation the enthusiasm shown by all personnel in the Army on Food Service activities is very evident. The morale in most cases is high due to excellent leadership and personal attention by unit commanders. The program will be a good program as is shown in carrying out the responsibilities of all personnel concerned. We must realize that there are many other activities necessary in organizing and training an Army, which all combined will tend to make a good or not so good force; three, trained and qualified personnel. I would like to discuss later on in the talk a plan for training - I do not mean doctrines, but a plan for obtaining quotas in Food Service Foods. Number four is personnel problems. Before additional spaces can be added to the activities of the Food Service Program, a sound program for obtaining personnel must be attained. The Army Ground Force is unable at this time to fill present requirements. I can give you the figure, but I don't believe it is necessary. And in the doctrine of the Food Service Schools, the Commanding General of the Ground Forces is very much interested in that he is responsible for the general over-all training of the Army. He desires that any changes or new doctrines imposed in Food Service Schools should be forwarded to the Commanding General, Army Ground Forces for comment prior to submission to the War Department, again in that we are responsible for the training in the Army Ground Forces. We must also have a sound basis for the initial procurement of Food Service personnel and also orderly placement of the same. War Department Circular 108, current series, is the initial step towards this objective at this time. Food Service supervisors, Assistant Technicians, Food Service teams properly organized and trained should provide for on-the-job training, inspection and supervision in the Z/I or in the field. Proper supervision, sound judgment of all unit commanders will provide for progressive training of food service personnel in regard to the Army career program. An improved system to keep a record of qualified or potential food service personnel stated above is necessary. Speaking in the terms of a long-range program it is desirable at this time to present for consideration a plan for estimating requirements for training of food service personnel. We have at this time for training purposes civilian universities and colleges, technical schools, civilian hotel management courses and Army Area food service schools. The mission is to produce trained and qualified instructors and other food service personnel for all the Army. At present we have six food service schools being conducted in five Army Areas. The Commanding General of the respective Army Areas is responsible for the operation and administration of these schools. The Commanding General, Army Ground Forces, exercises general supervision over these schools. The suggested plan, in that it involves the training of personnel of the Army Air Forces and should, if accepted, be included in a War Department directive,

probably in the Proposed TM 10-401. The plan when properly analyzed (1) will eliminate paper work (I hope I am right); provide a firm plan for training, assist unit commanders in that organizations will not be disrupted by forced food allotments, and will allow the War Department Staff and our own Staff to better analyze personnel replacement needs. It will also give a better systematic approach in the operation of Food Service Schools. The Commanding General of the Army Ground Forces desires that the best method of instruction in Food Service Schools will be made available to Army Commanders to assist them in the training of personnel, which in turn will in itself provide for betterment for all Food Service activities. At present there are two methods employed in allotting quotas for Food Service Schools; (1) directives are issued by Army Headquarters directing allotment of quotas, which in itself is a forced quota. Posts, camps and stations without the proper records may want to be sent 10 cooks and he gets a quota of 5 cooks and 5 mess sergeants and that in itself is not basically sound. Other Armies allow subordinate commanders to submit requests to Army Commanders. It is believed that from long-range planning that a simplified plan for allotting quotas be employed. This plan is not new; it is only an elaboration of procedures already in force. In the structure of the Food Service Program, we have a food service supervisor and an assistant to assist commanders in the supervision of the program. To assist commanders (I would like to refer to this chart at this time and what I am talking about now is the one on the bottom which was put in backwards) a card index file should be used for all operating personnel employed in food service activities. The forms which have been given to you for study are not complete and will require considerable revision prior to adoption, if adopted. Unit Commanders are interested in grades, ratings, positions, MOS, and other personnel records, such as reassignments, discharges, qualifications, progressive training, etc. In preparing individual records the technical knowledge of food service supervisors should be considered and used. In going to this Number 1 chart, in addition to what is on there, there should be included in there the qualifications. We now have high qualifications for personnel to attend food service schools. The Unit Commander himself will know whether the man is qualified. The supervisor with his technical knowledge will be able to assist the unit commander. That should be entered on there and also initialed by the unit commander. This thing will have to be revised, as I said before, and more information placed on there. When this plan goes forward to headquarters of a post, prior to that in No. 2, which is on top, for each unit you have a list of the trained and untrained personnel in a unit. For instance Jones being a mess officer in consultation we are not taking responsibility from any unit or commander. Training required: Yes. And when does he want him trained: In May. The program for allotments now we all know what our requirements so what we have to know is when we are going to train these men. In the second case you have Jones, which is a mess steward, further down in the form it shows that Jones is going to be discharged and therefore it is necessary to take the third Jones or

the fourth Jones on the line and train him prior to the discharge or reassignment of the mess sergeant. It is a very simple program and I want to give you the top details of it to be worked out later on. Then, this plan is sent to the post commander, who in turn then is interested in (he is also interested in personnel problems of the unit) but at this point he is interested in courses, in the estimated time and classes that the men will be trained. That will be a consolidation of form 1 and 2. It will follow in sequence. In making up this form, this one could be used for a request for quotas even if it's made out six months in advance. Remember I said this a long-range program. I think I know all the personnel problems in the Army and I think they will be discussed. This is a long-range program. There he puts in January the class and the date. That in turn is forwarded to Army Headquarters who will consolidate it for the whole Army and you will have a complete picture in the Army of what we are striving to do. We are interested in the Food Service Schools and the main object is the end product which comes out of the schools. Personally, this is my personal reaction, in the D-Course, the Cook's Course, I am convinced that the allotment in this D-Course, which is 75 in most schools per class is too great. If we can train 50 and put out 50 qualified men, we should do that instead of training 75 and possibly putting out 70 that are qualified and 5 that are not qualified. We are interested in the end product. In analyzing this from an Army angle, not Ground Forces, it would eliminate the peak periods in that an Army Commander could either adjust quotas from this or if necessary after the Army Commander made that up and the Quartermaster had a copy and we had a copy we could adjust the quotas for him and we would have a program that was the same throughout the Army. In addition to this the same form could be used for potential or qualified personnel not on duty-status. It would give the Army Commander a complete picture of his training program to the entire Army.

Another thing I would like to talk on is food service teams. As War Department Circular 60, 6f I believe, directs "as directed by the Commanding General, Army Ground Forces." It is our interpretation that as requested by Army Commanders and approved by Commanding General, AGF, food service schools should have attached for duty food service teams. These food service teams are very valuable to an Army Commander. I had the privilege of visiting the Sixth Army and the comments of the teams out there were very gratifying. We made a suggestion - we would like to leave this suggestion that food service teams being on the same par with instructors in food service schools should, where possible, be rotated with teams. That doesn't mean you have to rotate them six months out of the year, possibly one month. Instructors in the schools should be rotated with the team to give him a better knowledge in the field of what he is trying to put across in the classroom. In addition the technical knowledge that would be given to the team members would be great.

I think that concludes my lecture and if there are any questions I shall be very glad to discuss them.

LT: COL. C. M. BRYAN

Army Air Forces

Colonel Harding, Ladies and Gentlemen of the Conference. The Air Forces appreciate very much the invitation to join you in this very important conference, for you see we too have Food Service. Many command representatives are here and I want you to know that they are most anxious to participate with you in your deliberations and pass on such benefit of experience as they have.

Colonel Harding and Colonel Kirschner have very adequately stated the purpose of this conference. We have heard several other speakers including Colonel Landaw for the AGF. I am to present Food Service in the Air Force including the position of the Food Service Supervisor.

Each and every one of us is personally familiar with the Hennessey Report and I am sure that probably every one of us have seen this report in Collier's -- yes, something needed to be done about this very important subject.

We have had the distinct pleasure of hearing from General Eisenhower the very high degree of importance placed upon Food Service by the Office of the Chief of Staff. General Larkin, The Quartermaster General, has properly key-noted this conference so that all of us cannot help but personally feel that the work to be accomplished by this conference is of utmost importance to the future of the Food Service Program of the Armed Services. Colonel Harding, Chief, Food Service Division, has carried thru from the staff position as to the results desired thru the processes of implementation which place that program in operation. I could favorably comment upon the very excellent material presented by the other speakers. However, in that I am limited to 30 minutes in presenting the subject assigned to me, namely Food Service in the AAF, I must forego further comments and get into my subject. We of the Food Service Team in the Air Forces are cognizant of the following and believe that undivided attention to the problems is demanded.

"When do we eat". Throughout time, this clamorous and vigorous call of the "inner man" has been a summon and a stimulation to good cooks everywhere. "What do we eat". This exclamation has become just as thunderous and instilling during the last few years. More and more, soldiers are demanding variety in food. Not too long ago, people were content to eat meat, potatoes, gravy and bread and butter. No longer, however, is this true. Now the soldier wants soups, salads, desserts, with a zip of color and a variety of flavors to adorn his plate. And you, as capable mess personnel, are able to do just that for him. Soldiers are right in demanding, "When do we eat, and What do we eat?". They bring to the table the heartiest appetites in the

world. They need good food - plenty of it - and variety in both the menu and the preparation.

Luckily, great strides have been made in the provision of foods for our Army - and in the many new methods of preparing foods so it ranks high in taste appeal as well as wholesomeness and attractiveness.

Cooks have often indulged in fond reminiscence of the "Good Ole Days" when they cooked in G. I. cans and the Army ate baked beans and salt pork. Today, however, more and more, that all belongs to the not-so-romantic past. Instead, your modern soldier sits down to a meal which, if properly prepared, would do justice to any "home cooking". The finest of fresh meats, fish, poultry are received into our butcher shops. Fresh eggs - Butter - choice fruits and vegetables - refined shortenings - fresh puddings and pastries - these and many other foods are to be found in the messes.

Mess equipment, too, has been the subject of vast improvement. Electric ranges, modern ovens, pressure steamers, steam kettles, broilers, allowing safer, surer methods of temperature control; electrically operated mixers, food choppers, mechanical meat slicers - offer energy saving devices free from hazardous changes of losing fingers in the doing of the job; dish washing machines - freeing the mess attendants from long labor and hours of drudgery and hard work; scientifically designed coffee urns and soup kettles - all contribute to better results with less work and worry.

At the same time, the working hours and duties of the mess personnel are being arranged so that every man can give his best to the job at hand.

Great and progressive steps have been taken in recent years to improve the quality and quantity of foods served in army messes, simply because food is now rightfully recognized as one of the biggest morale factors in the Army. And not only is it merely recognized as such, but people have found that it is also necessary to take action in regard to this matter in order to accomplish satisfactory end results.

That steak - looking so grand as it sizzles there on the range with the bright red of its lean, flecked with fat, with peaks of steam floating off in the air - is more than just a very good piece of beef.

It will give an all important "life" to the working energy and dispositions of every man in the mess.

The soup - with islands of red, green, white and yellow floating on that sea under the miniature vapory clouds of steam - is more than enriched water.

It is the beginning of a "Grand Start to a Contented Finish".

Those crisp, green vegetables that appear to be fresh out of the garden are not merely the "vitals" for another boiler dinner.

Properly prepared in an appetizing, characteristic manner, using known cooking times they will go far to provide needed nutrients, and break the monotony of meals.

That crusty brown section of pie - molded like the sand blown in the desert will disclose its contents of sweet, tart, and spicy, juicy apples, giving a great deal more than just good eating.

And do not forget the steaming cup of coffee giving forth a pleasing aroma. It is your best advertisement to your "public" that you know your job. Like the pilot who can be depended on to get you through the tight spots. Like the crew chief with "know-how" of the mechanical equipment of the aircraft - the cook who can consistently turn out good food has the respect of every man who eats in his mess.

No doubt about it, food - good food - is a big part of that indispensable thing we call morale - making all the difference between a happy and unhappy station.

This all sounds very nice, but how is the Food Service Program of the Air Forces designed to accomplish all of this. Here is how.

The Food Service Program in the AAF is that program as directed by the War Department by Circular 50, WD, 1947, as amended. The extent of application of this circular may best be described by telling you that the AAF commands and stations were specifically directed to conduct food service in accordance with circular 50. This action was embodied in AAF Letter 20-57. The AAF within the Z/I has 8 major commands, and it is pointed out that these commands are charged with certain responsibilities and missions. It takes time to secure unified operation of a given program such as is provided for by these directives within a short period of time. Some commands and installations have been able to effect the actual staff set-up. I want to point out at this time that in keeping with the provisions of Circular 50, as further implemented by AAF Letter 20-57, the position of Food Service Supervisor is that of **Special Staff**.

Later on in this discussion, I am going to briefly outline the type of food service organization directed at Air Force Wing or Station Level. I know that you are going to be interested in this.

It is believed that by the application of the **Special Staff** principle the various commanders will be able to accomplish their important food service responsibilities to the highest possible degree

and with the least possible implications. We of the Food Service Program are charged with the over-all supervision and service required in order to provide the soldier with the most likable, adequate, nutritious, well prepared, and properly served meal under the given circumstances, and to tie together the various interrelated activities pertinent to food service. Ways and means of accomplishing this responsibility have changed as the means and methods of conducting warfare have changed. In addition to providing maximum food service during current operations, we must constantly be looking forward to learn how we can best prepare ourselves in this time of peace to meet the impact of possible future emergency. Indications are that the future emergency will be so sudden and comprehensive that it will encompass not only the military, but great numbers of civilians as well. Therefore, we must be so organized and prepared so as to function to a maximum degree in small or large segments and at far flung points, including the extremes in temperature.

Food Service in the Air Forces is basically no different than Food Service in any other activity of the Armed Forces, except for the recognized special requirements for personnel engaged in aerial flights. I am not going to discuss the "whys and wherefors" of this requirement as that will be covered later on in the conference program by Major Downey, representing the Office of The Air Surgeon. However, I do want you to realize that this specialization in food service does add materially to the burden of the food service supervisor in that the preparing personnel require specialized training, special issues of food are authorized - and dependent upon the magnitude of the base operation, a separate kitchen might be imperative. This, of course, means additional equipment.

It is interesting to note that flight feeding itself consists of three phases - pre-flight, in-flight, and post-flight. And each of these demands specialization. As I said before, Major Downey will deal with this problem. Therefore, in outlining to you the Food Service Program from the Food Service Supervisor's point of view (excepting flight feeding) we might put it this way. The Air Forces expects full compliance with WD directives. The Air Forces publishes directives of its own concerning Food Service, which are designed to strengthen by implementation the existing WD directives and to provide for flight feeding.

The War Department directive concerning food service for the Armed Forces is Circular No. 50. We in the Air Forces hail this directive as being the Magna Carta for the Food Service Program. It has established the beacon lights by which the Food Service Program reaches maturity and equality of position warranted by its importance as a whole. Included within the many highlights of this directive are two that seem to me to be so outstanding as to call for special comment. One of these is in the requirement that the position of Food Service

Supervisor shall be one of sole duty - yes - finally recognition is given that food service direction is a full time duty - and rightly so - the other very important factor is that of making the Food Service Supervisor directly responsible to the commander. "Sole duty and directly responsible" provide the foundation and framework for the construction of a Food Service Program for the Armed Forces that will make it possible to accomplish ends only dreamed of before. The Air Forces have accepted this directive for just what it means and have proceeded to build its Food Service Program on this foundation, and it is progressing very favorably.

The Food Service Supervisor in the Air Forces enjoys full **Special Staff** status - right along with the Air Inspector, Adjutant, Budget and Fiscal, Chaplain, Legal and Claims, Public Relations, Statistical, and Communications. He is directly responsible to the Commander and spends his entire time on the Food Service Program. This is not a reflection upon any of the existing offices or divisions, but rather the recognition of food service for its full value, and then by relieving another agency of this responsibility full time can be given to its primary mission.

Food Service Supervisors under this new program may now go to any division involved in a Food Service Problem such as A-1 concerning personnel, A-3 with reference to organization and training, A-4, when it comes to food and equipment supply problems the Surgeon, when it comes to adequacy of menu and health, the Air Inspector for checking proper functions of the related Food Service activities, and the Air Installation Officer for building improvements, etc. The Food Service Supervisor works with the heads of these other divisions in order to secure the goal desired in the Food Service Program. In the event of misunderstanding, he may go to the CO for a staff decision. It is interesting to note that here for the first time we have food service being represented before the CO on a CO-Equal basis with any other activity of the command. The Food Service Supervisor may now do for his CO what has always been desired by them and intended by directives. Let us as food service leaders so conduct the Food Service Program as to establish this special staff position so firmly by reason of our practical accomplishments that such a position becomes a natural.

The Air Forces Food Service Supervisor is a mighty busy man. He is responsible for bringing together into a smooth working organization all activities related to food service. This involves coordination and supervision of personnel, flight feeding, training, local procurement, station storage and issue, garrison bakeries, storage and issue in the mess, preparation, and service of the food, sanitation, central pastry bakeries, and of central meat cutting and fat rendering plants. Any one of the above listed activities embody a study within itself. There is one thing in particular that I sincerely hope every Food Service Supervisor and yes, every man electing food service as a career will

always do. That is, develop initiative. Do not be satisfied to continue to do a thing just a certain way because someone has said that is the best way to do it, but prove to yourself that the given method is right or improve upon it. **WE MUST NEVER BE CONTENT WITH THE WAY THINGS ARE;** we must plan, work, test, try, experiment, and **NEVER** just stand still.

I sometimes shudder when I stop and think of the problems we are faced with. The personnel problem alone is enough to turn our hair grey. It is going to take years of careful planning and use of a training program before we will have qualified personnel to meet our standards and requirements. This is one of the Food Service Supervisors primary tasks. Formal Schooling plus on-the-job training. **DO NOT SELL ON THE JOB TRAINING SHORT**

Training - whether it be formal or on-the-job is designed to provide the student with the basic knowledge required, or to improve existing ability. By accomplishing this it is believed that the men trained will do a better job in food service, and thus make it possible to provide better food to the soldier.

I am going to take a very few minutes at this time and tell you about an on-the-job training program that is working wonders. This particular command and its station food service leaders were not content to go along with the usual on-the-job-training program being conducted in the mess hall. So what did they do - they studied, schemed, planned, talked to people and got ideas, and finally came up with an answer. They contacted management of leading hotels and restaurants. Through their whole hearted cooperation, an on-the-job training program was established for carefully selected food service personnel. This personnel spent 12 weeks pursuing a carefully developed program of on-the-job training in the hotels and restaurants working with the various chefs and pastry bakers. The old saying that the proof of the pudding is in the eating was proved by the results obtained in the messes on the base after these boys had taken this training. Let the soldier who eats the food be the judge. I personally visited this station. I talked to the people who had gone to school. I talked to dozens of men who eat in the mess hall - and believe me when I tell you that not one single man had a complaint concerning the food. On the contrary, they stated that the quality of the food was definitely improving. This program has resulted in providing a maximum degree of perfection in the mess halls, where the food service program is either made or lost. The people doing the preparing and serving are the ones receiving the benefit of this training, and as a result are turning out a much improved meal.

There has been nothing officially published concerning this program; Yet good news does travel. I have had informal reports on a like program being established in other centers and like results being obtained.

This is what I mean by initiative and leadership, and I say more power to such personnel as they will make food service interesting and pay dividends.

Formal training, yes, by all means. Formal training, however, should be based upon quality rather than quantity. Let us not send people to a school in order to get numbers because our reports show we are short a certain number of people for certain activities. Rather, let us send only the number of people to school to receive this specialized training in keeping with the number of qualified instructors available to conduct the school. We want quality, not quantity. The length of courses, regardless of subject, must be long enough to make it possible to thoroughly and completely instruct the personnel, not force feed them. You can't make a cook in 5 or 6 weeks. Twelve weeks is plenty short. I am very happy about the establishment of the new school that will take 9 months time for the training of Food Service Supervisors; likewise, the proposed establishment of a school for the training of food service technicians, special training for pastry bakers, and the increase of time for the master bakers course at Chicago. The problem of securing qualified personnel to meet all of our requirements is not going to be met in a matter of months. It is going to take several years; so let us plan on that basis. I want to repeat again, let us train for quality, not quantity.

Now I want to tell you about the wing or station food service set up within the Air Forces. As I stated before - that is the level that does the operating. We have what is known as a Food Service Squadron. This Squadron includes all personnel related to food service in the numbers as authorized by Circular No. 50. The wing or station food service supervisor in his capacity as Special Staff officer does not command the food service squadron, but provides proper coordination and supervision. The squadron has its own barracks, day room, orderly room, and area. The senior base mess officer is the squadron commander. One of the most important features of this organization is that it contains the authorized mess attendants - yes - on a basic duty basis. We are very confident of this program. Here we have food service truly on a career basis. No more "roster" system. It is genuinely believed that this organization will provide the source of future specialists in food service, cooks, etc.

This type of organization is designed to operate unit or consolidated type messes. I know that one of the first questions concerning this set-up will be that of breaking up what has been known as squadron or company Esprit de Corps. This is not true. The food service personnel assigned to squadron X mess are just as interested in having the best mess on the base as though they actually were members of squadron C. However, I do want to point out that by and through such an organization can be developed a finer and more potent station Esprit de Corps. And for the first time we now can develop this Esprit de Corps to a very high degree in the mess squadron. I know all of this to be a fact, because we have had such a set-up at one of our major installations,

and these are the results obtained. Letters from the base commanding officer are very positive about the obvious improvements accomplished.

Next, you will raise the question about tactical operations. Here the Food Service Supervisor again is a key cog in the plans. Upon receipt of an order that squadron K is to depart to an advanced position and must be self sustaining - here is what happens. The required mess personnel are attached to this squadron right along with hospital, supply and other personnel, and thus the squadron becomes a self contained unit.

Through the Food Service Squadron, the food service of the entire wing or station takes on the highest possible level of preparation and service because you have the best trained and qualified personnel available to the entire station, instead of a concentration in a single unit mess. We have seen this happen many times - one mess extra ordinarily outstanding, and the others mediocre. Career training can be better applied as the squadron commander has all the personnel under him so that they all receive the same consideration.

I hope that I have not given the impression that this program is perfect - because, of course, it is not. Many "bugs" have to be worked out. More will appear from time to time. We believe that because of our organization that we are better prepared to solve such problems as they do arise.

I believe that enough has been said concerning the operating level of food service. So let me prepare a brief summary of food service in the AAF.

1. WD Directives are the basis for the program, and Air Force Directives serve to implement and strengthen the program.
2. Food Service Supervisors are Special Staff Officers
3. Food Service Squadrons provide food service for the entire station.
4. Mess Attendant Service (MOS-062) is now a basic duty.
5. Formal and on-the-job training are key factors in the stabilization of food service.
6. Food Service within the Air Force is the responsibility of the Air Force and the watch word of the Food Service Program is "Initiative".
7. Our slogan is "Never be satisfied with yourself or the job being done - improve upon it".

8. Flight Feeding is a branch of food service of increasing importance.

In closing, I do want to leave an assurance with you - we in the Food Service work within the Air Force pledge our wholehearted cooperation and coordination in the Food Service Program for the Armed Services.

NR. BEATTIE

Transportation Corps

Members of the Food Service Conference. During the War years just passed, we feel that the Transportation Corps was responsible for what were perhaps the greatest, or at least the most diversified, feeding problems of any Technical Service of the Army.

The millions of soldiers that were transported to and from overseas theaters were at one time or another in our custody.

We fed them on troop trains en route to and from staging areas, at the staging areas and aboard Army Transports.

The Chief of Transportation stated back in 1943 that he wanted the "best messes" in the Army at staging areas under his jurisdiction. We feel that shortly thereafter through the cooperation and collaboration of the Food Service Branch of The Office of The Quartermaster General we had the best.

Experienced food men of both Corps who possessed the "know how" conducted studies at staging areas which resulted in many improvements being immediately instituted. To cite just a few of these improvements:

Mess kit feeding was eliminated.

Equipment lay-outs were rearranged and additional equipment installed.

Central meat cutting, pastry and sandwich shops were installed, and experts on meat cutting and pastry baking from The Office of The Quartermaster General made continuous visits to the staging areas and worked with our boys teaching them how to properly out meats and turn out good pastries.

Experienced food men can appreciate the magnitude of planning and hard work that was required to serve forty and fifty thousand men, six and seven thousand to each large consolidated mess, three times daily at these installations.

Wheat cakes and fried eggs hot off the griddles were served for breakfast in each mess as were steaks and chops likewise served for dinner and supper.

Let me assure you, Gentlemen, the word "slum" was not used by soldiers in connection with TC staging areas messes.

But that is in the past, and today our messing problems, like those of other Technical Services, are greatly reduced. By virtue of War Department Circular 47, Food Service at Class II Installations is now a responsibility of Army Commanders. However, the Chief of Transportation will always be interested in Food Service at these installations to the extent that his office is ready and willing at all times to give all possible assistance to Army Commanders and Food Service Supervisors in

the furtherance of improved Food Service.

The Chief of Transportation is directly responsible for Food Service aboard U. S. Army Transports and before I cite some of the reasons why vessel feeding greatly differs from that of land based messes, I should like to clear up a misunderstanding that many people have.

All vessels used in transporting troops during the war were not necessarily Army Transports. In fact, the majority of vessels so used were operated by Commercial Steamship Companies under the complete jurisdiction of The War Shipping Administration.

Several of the larger type vessels were taken over by the Army on a loan or bareboat charter basis, and were completely under our jurisdiction. It must be appreciated, However, that none of these vessels were originally intended as troop carriers, and it was, therefore, necessary to hastily convert them for this purpose and install troop galleys with a minimum of delay so as to get the troops overseas. Consequently, troop galley equipment in most cases consisted entirely of steam kettles and pressure cookers. To install electric ranges would usually require the installation of additional generators; to install oil burning ranges meant that only certain areas aboard ship could be used for this purpose, and too often these areas were originally constructed for other purposes which would require major changes in construction by removal of Bulkheads, etc. I tell you these facts so that you will appreciate, as we do, that Food Service suffered aboard vessels because of these extreme handicaps plus the time limitations and scarcity of suitable equipment.

Our plans for the future, however, will correct these deficiencies. At present there are several of the P2 Type Vessels that we acquired from the Navy in shipyards on both the East and West Coasts being completely converted. Our plans call for installation of troop galleys completely segregated from the ship galley. These galleys will be equipped with electric or oil burning ranges, plus an adequate number of steam kettles and pressure cookers. A separate troop bake shop with three large electric bake ovens, dough mixer, and other necessary equipment will also be provided. While these vessels are manned by civilian marine crews and the Chief Steward is responsible for all Food Service, it is desirable to have troop messing facilities completely segregated for the following reasons:

1. Several other messrooms are established aboard for the Ship's Officers, Cabin Class Passengers, Commissioned Army Personnel, and Crew Members.
2. Certain ration allowances have been established for years for each of these messrooms for the personnel designated to subsist therein.
3. Crew members are furnished a choice of two or more entrees at each meal.
4. These customs correspond to those of Commercial Vessels and are in keeping with the practices of the Maritime Industry. They must therefore continue to some extent aboard Army Transports if we are to secure crews for our vessels.

Subsistence is furnished to vessels on the Garrison Ration System and the Chief Steward is responsible for the requisitioning, storage; issue, and proper utilization of all Subsistence.

A Ship Transportation Agent, who is a Special Disbursing Officer for the Chief of Finance, is assigned to each transport and is accountable for all subsistence.

A recent revision has been made in connection with Subsistence accounting aboard vessels and accounts are now maintained in accordance with AR 35-6580, which we feel is a great improvement over the old method.

A Revision of AR 55-420 is currently in process of publication, which will eliminate the various allowances and establish but one weighted allowance for all personnel in all messrooms other than troops.

The troop allowance will remain as at present -- garrison ration value plus 20%. Master troop menus listing foods in quantities equal to the full authorized allowances will be furnished Chief Stewards and Transport Commanders.

In the revision of AR 55-420, Transport Commanders will be specifically charged with certain responsibilities in connection with troop messing which we feel will assure troops of receiving good palatable and nutritionally adequate food equal to the full authorized allowance at all times.

Yes, Gentlemen, we of the Transportation Corps desire that troops receive the finest of foods when traveling abroad Army Transports. We appreciate our responsibilities in this connection and also our limitations in that we do not actually have a Food Service Organization set up as a separate branch or section whose primary function is development of improved food policies.

The office of the Chief of Transportation wishes at this time to express our appreciation to the Food Service Branch of the CQMG for their invaluable assistance in the past and trust that we may continue to look to them for needed help in solving our Food Service problems of the future.

Thank you.

The Quartermaster General is charged with the War Department responsibility for inspection of the Food Service Program and mess facilities throughout the Army for the purpose of ascertaining the efficiency of and compliance with prescribed policies, procedures and practices, and render such reports and recommendations to the Chief of Staff as may be appropriate.

Paragraph eight of the same publication directs the Quartermaster General to inspect all food service schools and make such recommendations as are appropriate to the Chief of Staff, Commanding General, Army Air Forces and Commanding General, Army Ground Forces.

Furthermore the Quartermaster General is directed to conduct three schools for the technical training of personnel of all commands in food service, the Quartermaster Subsistence School and Master Bakers Course at the QM Food and Container Institute for the Armed Forces, Chicago, and the Food Service Instructors Course at Camp Lee, Virginia.

In addition the Quartermaster General will prepare the curricula and furnish all specialist instructors for the Food Service Schools operated by the six Armies within the Zone of Interior.

By virtue of these assignments plus the technical responsibilities of supply of subsistence, mess equipment, refrigeration and bakery equipment which are inherent to the Quartermaster Corps, the Quartermaster General automatically becomes the Chief Technical Advisor on Food Service matters to the Chief of Staff. In turn, he also becomes the advisor to the field on these matters operating through the proper channels of command as a WD Technical Staff Agency. (Show chart) Close collaboration is also maintained with the Office of The Surgeon General.

As stated in paragraph twelve WD Circular 50, these directed activities and responsibilities of the QMG "will in no respect negate the command responsibility for supervision of messes throughout all echelons."

By virtue of the technical responsibilities of the QMG his office is in a position not only to render advice in Food Service matters but also to render service of an extremely helpful nature. Considering only those departments primarily concerned with the various aspects of Food Service we have the Office of The Quartermaster General broken down into the following Divisions: Administrative; Personnel and Training; Fiscal; Military Planning; Field Service; Supply; Food Service; Office of Technical Information.

The Food Service Division is broken down into four branches: Administrative; Statistical Analysis and Planning; Inspection; Technical. The Technical Branch is further divided into the following sections: Menu Planning, Central Meat Cutting, Refrigeration, Central Pastry and Mess Equipment.

Inquiries for information, requests for assistance and problems to be solved that originate from the field are tendered by the Headquarters concerned to the QMG and thence routed to the Division or Branch of OQMG that appears to have primary interest. Perhaps the interest of several divisions are involved and the paper is circulated for the formulation of an official answer which goes out as the answer of the QMG. This coordination between agencies of OQMG sometimes requires time for study and investigation. Although each request is approached with the attitude of affirmation if possible some must necessarily be denied by force of circumstance. However, the QMG believes such denials should be tempered by explanation, if possible, so that commanders in the field have full realization of the reasons involved.

As the name implies Technical Branch of the Food Service Division is prepared to render advice and assistance to the field through technical experts in nutrition and menu planning, central meat cutting and refrigeration, central pastry baking and mess equipment. Upon request these experts will be sent to posts or air bases for the purpose of studying problems and making recommendations within the scope of their activities.

In order to keep the QMG constantly informed of the Food Service picture in the field so that he may at all times be prepared to report authentically to the C/S as prescribed, a system of inspection by officers of the Inspection Branch, Food Service Division, has been inaugurated and is presently in operation. As far as possible inspectors are being assigned to cover a specific territory such as an Army area for the Ground Forces and a similar geographical area for the Air Forces. In this manner the inspector becomes familiar with the conditions and problems within certain specific commands and can more readily check improvement and follow up recommendations than if successive inspectors were used. In addition economy of travel time and expense are assured.

Each inspector operates through the proper channels of the command concerned, reporting to the commander of each echelon in turn both upon arrival and departure. Conference with the commander, his C/S or executive in each case is requested so that information and verbal recommendations may be exchanged at first hand. Full written reports and recommendations are made upon the return of the inspector to OQMG, and distributed through the proper channels for action.

It is further requested that the Food Service Supervisor of each command be available and accompany the inspector from OQMG throughout the entire inspection of the command for which he is responsible. If this is adhered to there can be no confusion of resulting recommendations and each inspection will result in on-the-job-training for the inspectors concerned.

In connection with this duty the word "inspection" is unfortunate in its limitation. True, each inspection is calculated to draw a picture of Food Service within a command and may incur critical response either commendatory or otherwise but there is another very important aspect to these inspections which must be stressed. The opportunity afforded by these visits to render constructive advice, assistance and coordination of information between the field and various agencies in OQMG is incalculable in the resulting good that may be accomplished. The ultimate objective of the Food Service Program and everyone who has a part in it is to give to the soldier the best food obtainable, prepared and served in the most acceptable manner possible. All efforts should be bent to that end through intelligent cooperation, eagerness to learn our jobs and earnest hard work. Our job is an important one. Food, clothing and shelter are said to be the three requisites to man's existence. Yet under certain conditions clothing and shelter may be taken away without resulting in anything more serious than a temporary embarrassment. But that ancient chant of the mess line "When do we eat?" must always be satisfactorily answered by you and me.



COL. HARDING

As a Consultant to The Quartermaster General on Food Service though out the war this man needs no further introduction, we call now on Mr. Hennessey.

MR. HENNESSEY

Food Service Supervisor

Thank you Colonel. I was rather interested listening to Colonel Kirchner give his talk on Circular No. 50. I am just in hopes that they will leave Circular 50 alone for awhile, because I think it has a lot merits. Getting back to my own talk for all the rules of public speaking authorities I should begin my talk to day I suppose by telling a funny story or a joke but the subject assigned to me, "The use of Civilian Food Consultants" is much too important and much too serious to be tossed around with funny stories and jokes. Then, according to these same authorities, I should gradually develop the theme of my subject and well drive to home what to me seems to be a solution of this problem reports. Furthermore, I am going to disregard all the rules of public speaking by giving you my conclusions or climax right here at the beginning and it is this. Whether or not civilian food consultants have ever been into the army depends entirely upon the army. I am not here today to extol the merits of civilian food consultants or their value because in my opinion their value was proved very conclusively during and immediately following the last war. But there is part or point I want to place before you and it is this; no matter how qualified a food consultant may be his recommendations to improve army food handling will be wasted unless those in charge of army food handling recognize the objectives of this consultant's advice. I heard mentioned a while ago to the so-called 9-man committee report, sometimes referred to as the Hennessey Committee. I rather hoped that all of you gentlemen read that report as said that I was chairman of that committee. Now the report of this committee, based on visits to installations to all sections of the United States during September and October 1945, has been praised and I think rightly, as one of the best surveys of army food handling in modern times. The Sec of War, General Eisenhower, accepted all but two of the committee's recommendations. That's a pretty good percentage. I so told the Secretary of War, Lucien B. Davis, some four or five months ago, I personally headed groups making surveys for hotels, restaurants, dining cars, industrial plants and that is the first time I ever came up with a report which was 98% perfect. Most of these suggestions for improving army food I understand have been put into practice. I hope so because most of them, I think, are pretty good. So here is something you might like to know. That survey was almost called off at the last minute. Not because these consultants found it impossible to make this 12,000 miles trip from one section of the United States to the other but due to the belief that ranking officers in some army post would make the attempt to have that trip, or survey, proved useless. Now allow me to repeat that statement

because it is the first time to my knowledge that that subject has ever been used outside of our own committee. The civilian committee almost called off the 1945 survey because of the belief that ranking officers in some army posts would attempt to make that trip useless. All but two or three of the members of that committee, and there were 9, had been acting as food consultants to the Office of The Quartermaster General during the war. They had donated freely of their time and help to try making feeding in army camps just a little bit better. They were trying to be helpful. But unfortunately they learned that after hours of traveling to an army post that their presence was not always desired. Too often they cooled their heels in waiting rooms when they go out for an hour, an hour and a half or two hours as I have myself, when they should have been out studying messing operations, inspecting kitchens, and perhaps warehouses. Frequently, after being shown that their trip would be tolerated if not welcomed, their suggestions for improvements were ignored. You know it was rather very discouraging work to men who had donated their time and assistance trying to be of some help. Now getting back to this question of warming your heels in waiting rooms I will give you a little bit of my own experience. I am not finding fault with the army because I'm army right down to my toes. There is the father of the food service consultant group, Dubie Clark, little Dubie. He's the guy that got me into this to. There is another one right next to him, Bill Hatfield, Vice President Fred Harvey System, Clifford E. Clinton up there, who has given so much of his time to the Army, from Los Angeles, you know him. After being brought into the Army I was asked to visit an army post. The Post Commander wanted to see me so that was fine. When he said at 2 O'clock, I said yes 2 o'clock would be fine. I'll be there. As boys in the army say "orders is orders" and I was there at 5 minutes of 2, and the Colonel met me. I waited one half of an hour. I waited an hour. I waited an hour and 15 minutes and I waited an hour and a half. Finally I said to the Colonel, "What goes on here, what is this?" He said, "I don't know Mr. Hennessey, something is wrong somewhere" he said, "it is on the list", we checked. One hour and 15 minutes later the Post Commander came in, a Major General. He said "What can I do for you " I said "What can you do for me " I said you can't do a thing for me General. Then the Colonel tried to tell the General what was going on and so forth. He never asked me to be seated or asked me a question or anything else and I wasted about 4 perfectly good hours of my time doing but nothing at all for the army. I am not being critical but I am telling you I am giving you this as some of the things that happen and should not happen. From here on at least. About 6 or 8 weeks I was asked if I could make a trip up state New York, this was in the Second Army Command I think it was called at that time. I said Yes. We left New York around 6 or 7 o'clock in the afternoon, in the evening, and we were up bright and early the next morning at 7 o'clock and we went into a I think it was a depot. Perfectly obvious. I think one of the best jobs I have ever seen in the Army. The Post Commander was most cooperative. Like General Eisenhower, he believed that

cooperation starts with you and moves out it doesn't start with the other one. But he was fine. Later on that afternoon we visited another army post, or rather an army post in this case, and the Post Commander, who was a Colonel, was interested in only one thing. "Was the Colonel with me a Regular Army man or was he Reserve?" That was the discussion and when they got all through and he found that he was a Reserve officer he had just wasted his time. So I said, "Come on, lets get out of here". But, I did know a couple of officers at the Post so we went out and did a little work that I felt was somewhat of helpful to the boys on the post. That was our first day. Now the second day, I am giving you this to show you what is happening to some of these other consultants because it also happened to me. The second day we started out in the morning. A concessionaire was handling the feeding operation at this particular spot. That too was a good operation. I felt was an excellent operation. We talked to the Post Commander, we talked to the boys in the mess halls, we talked to the boys in the kitchen, and when we had finished I felt quite happy about the whole thing. They were most receptive, they were most cooperative, we stayed there and had lunch with them and left in the afternoon to visit an arsenal. That to was handled by a concessionaire. Well, in this case, it was a Brigadier General. We had a very difficult time trying to see him, that was number one. We were told that there were no means for transportation to get us back to the railroad station which was about 15 or 16 or 17 miles. Well we might get a bus on the road or something like that, and the General talked to the Colonel who was with me and he said he was sick and tired of having Washington bothering him. He knew how to run that place, and he knew something about food operation, and he knew something about food operation, and he blah, blah, blahed around there and blah, blah blahed until I was ready to go after him. But I didn't. You were at war. So he finally looked over at me and he said "what do you do for a living"? And the Colonel, a fine gentlemen by the way, said "Mr. Hennessey is Chairman of the Board of Hotel Statler Company, they operate 8 hotels." And he went on talking to the Colonel some more. He gave the Colonel another story about Washington bothering him when he knew how to run a post and he knew how to do this and so forth. Then he said "What did you say he does for a living?" And again the Colonel told him. Then he started again on the Colonel. Then he finally looked at me and he said, "Are you Jack Hennessey?" I said, "Yes, I am" "Aw" he said Jack, I know all kinds of friends of yours. I know a lot of people who know you". I was his long lost brother from that time on. He furnished transportation back to the station. They had no transportation there but they had a fire house. I remember that because they got a car from the fire house and sent us on back. Now, I just give you that story because it should have not made a particle of difference to that post commander whether I was Joe Bananas or who I was. There are all kinds of food consultants who know every bit as much about handling food as I do, and he should have given them treatment in the first place, that he finally gave me when he found out that I was connected with a hotel organization. He said, I stopped in your Boston Hotel, I do this and I do that, and you take care of my

reservations from now on". I said, I thought to myself, "You think it." Now there is one question, I am getting off of the subject just for a second, and that was, a reception the other night that our hotel was giving to Jim Stat, the General Eisenhower senior aide, the General asked me the question. He said, "Mr. Hennessey, what possibilities do colored cooks have in the cooking line?" And I said "Every bit as many as the white cook". "It is entirely up to the colored boys themselves, we have a number of them in our organization and some of them are excellent cooks". So if the question is ever asked, by all means, say come on in, you have the same opportunity as the other boys. But getting back to the story itself now that I have told my little story about the treatment of consultants. When Secretary of War Patterson asked this committee to make this survey back in 1945 it was accepted with the understanding that they would have his personal backing. They felt that as representatives of the Secretary of War they could go into any post they liked and they were bound to get cooperation. However, the day before the committee was ready to leave Washington we learned that the letter of introduction to post commanders was to be signed by someone other than the Secretary of War. Well, if the ladies will pardon the expression, there was hell to pay around there for about half of an hour. These men, five of them at least, refused to make the trip, because they feared they feared they would be given the run-around unless they took with them the proper credentials. Now why did they feel that way? Because of their experience, their unpleasant experiences during the war. Well, these visits with civilians. That civilians were considered as rank outsiders. But frequently, when they were given their great light to go ahead and make the inspection, certain things were put in their paths so that the inspection was not as complete as it should have been. Now, added to all of this it was announced that a great many recommendations made by these men for improving army food had been ignored. I say that because in many cases after the recommendations were made we went back to check and we found nothing whatever had been done. That's why the committee thought that undertaking such an important service without credentials showing that they were the personal representatives of the Secretary of War himself. Dubie Clark and some of the others remember the day we called on Secretary of War Patterson and we gave him our story. He said I will gladly write such a letter and he did. Now, I am not going to deal on the findings of that trip because I think most of you have read the report and I understand that the report I may have mentioned a moment ago was made "must" reading. I hope you have read it, yet I can't skip entirely over the findings because they are responsible in many ways for my conclusion that what ever service food consultants may mean to the army depends entirely on the army. Early in the trip we visited an eastern camp. It was our understanding that no word of this trip was to be sent on ahead to any army post, but in the mess sergeant's office we found a notice, written by someone in the Quartermaster General's Office, notifying them of our trip 5 days in advance of our arrival. Now, naturally we protested because

that was our understanding, the understanding that nothing would be said. And they agreed that nothing more would be done along that line. Now, I had every reason to believe they kept their word but somehow or other our visits to an army post never surprised a post commander. We had one experience, in the architects layout, a touchdown for a second, we walked into this dry storage and it was in perfect condition. We remarked about the condition and so forth and I said "You didn't know we were coming" and he said, "Not at all", Well, I won't tell you what I said to him. He said, "Say, listen, we've been working on this thing for 5 days, night and day, so he certainly knew, but that was alright as long as we brought about certain improvements. Now, as said in camp, we were greeted by the post commander like a lot of long lost brothers. He was awfully glad to see us, and sincerely so. Furthermore, he was doubly proud of the way his men were handling food and the conditions of his post. Now this was time he insisted that the committee would find no food waste and no mis-handling of food. And he'd personally take us on a tour of his camp. Ladies and gentlemen, that officer actually believed what he told us. He sincerely believed that his food handling and mess management was perfect, if possible. It was just plain poor. That man, as you probably realize yourself, wasn't familiar with modern food practices. He wasn't food conscious either, he had no feeling for food. I knew it when I talked with him. And the officers he had delegated as mess officers, sales officers, didn't know any more about food nor have any more appreciation for food than he did himself. Now how could such a setup produce an efficient operation. It just couldn't. Now, when you say, there's one of the great consultants of the army, right there, Vallee Appel. Now, when we say the proper handling of food, I think it was General Spaatz, who said that the army did an outstanding job on food up to the kitchen door then it butchered it. I think it was he that said it. Now, when I talk about a poor operation, you walk into a 200 man mess, for example, and you find calves liver that cost, well I don't know what it cost the army at that time, it cost much more now I think, and you find that prepared for a 200 man mess at 9 o'clock in the morning, stacked up in cans, like, well not like a lot of soldiers but like a lot of stack of pills or something else. "Well, why don't you take it and put that on the fire, what time do you start feeding?" "Eleven o'clock sir." Well, why don't you put it on the fire at 10:30 or quarter of 11 and then have it come off as you need it, almost as you need it, because calves liver doesn't take very long, dip it into a little flour and put a little shortening or butter you have or something you have like that and bring it out and serve it as it should be served. Then it will look the part. "Well this is the way we have always done it." Now, I could mention any number of just such instances which would go to show what I mean when I say the proper handling of food. Down at Lee, and I told the Post Commander down there I probably would never be invited back there again to make a talk, and I honestly believe that's so. We talked about the Redistribution Stations, General Eisenhower was with us and he certainly agreed with us. You can put that on the

record to. I went into a Redistribution Station at Miami Beach. I was the one civilian who accompanied army officers picking out those Redistribution Stations. I wrote the 14 day rotation menu, breakfast, lunch and dinner, and I wrote the recipes and then with some of the boys I went down to Lee and talked to the boys as best I could how these dishes should be prepared. But, when we talked about the interest of a Post commander in the handling of food I will give him an example, which I said a moment ago I would tell you because we have told General Eisenhower and others. I went into the Shelbourne Hotel at Miami Beach at 11 o'clock in the morning, it was on Friday, and they had some boiled fish for lunch. I walked over to the boy and I said, "What are you going to serve?" and he said "I have some boiled fish here Mr. Hennessey and I think it is very nice". I said that is fine, what are you going to serve with it? I am going to serve some sauce. What's the sauce? Well it's an egg sauce. I said, Let me taste it. Not an egg sauce but a cream sauce. Let me taste it. It was no more cream sauce than I am a Chinese. It was paste, it wasn't even cooked, so I said come on, come over here. So I got the mess officer and with the boys we attempted to cook this cream sauce as it should have been cooked and to get some flavor into it quickly. I know Mrs. Barber will appreciate this, to get some flavor into it quickly we took some chopped parsley, we took some grated onion and we took a little sauce and we cooked down and at least it had some flavor of something in there other than paste. But as we were doing that one of the officers came in, who said "Where is the mess officer around here"? The mess officer said, "I'm right here, sir" and over he went. Then he spent about 10 minutes, 10 or 12 or 15 minutes giving that boy hell because there was a piece of celery on the floor but he didn't give a damn how that pot of food for those boys was going out. He had no appreciation of the importance of good food for those boys. So when I pick on the army a little bit I am not picking on you boys at all because I know you are just as anxious to get good for those boys as I am but I say that you are never going to get good food in these posts or in your posts until you get the right kind of men and you are going to get people in there who have a real appreciation of the importance of good food. And you are going to get much of that advice from these consultants because they can give it to you. Because those boys have the answers. Now, we try not, getting back to our trip again, we try not to spend too much time on this trip or take too much of the post commander's time so as we entered the post we broke up into small groups and became as little trouble to the boys as possible. And we seldom ate at the officers mess or club. We wanted to learn how the soldiers were being fed. Furthermore, we sought to eat at company messes, and if we started out for a company mess and we thought that the boys at that mess had been alerted why we found excuse for eating elsewhere. That's where we picked up our information. Now, this is one I would like to tell but I will give you the reason for it a little later on. In one mess we talked with a sergeant, or a GI, who was making coffee. Now we asked him how he went about making coffee. He said, "Well" and he told us

a little something about the mechanics of it, it is simple as you all know, but he said I use 2 lbs. of coffee to every 20 gallons of water. Now, the question was asked "Don't the boys complain about the coffee, using 2 lbs. of dried coffee with 20 gallons of water". He said, "Sure they do, but if these GI's are not griping about coffee they are gripping about something else so I pay no attention to them". Now, I would like to impress upon you that our spirit and philosophy can't be right with the GI coffee. We were not out to prove the army is wasteful and careless. We would have been delighted to come back and report conditions as perfect. I do believe it when I say it. Sure we expected to find some mis-handling of food and well some waste of food, but we didn't have to go into the army to find that. We could find it in our own places of business. We have to. And we also realized that the big job for the army from 1941 to 1945 was winning the war, that was their big job and we knew that. It was the extent of the mis-handling in certain posts that worried us. Civilian food consultants, therefore, ladies and gentlemen, must not be considered "fault finders". Every consultant, believe it or not, visits an installation with an open mind. They are carrying out a particular assignment whether it is being associated with storage, food preparation, bakery, or whatever it is, their one thought is to produce food in the armies that will be as fine as that served to any army in the world. These civilians, I don't know just how many we have today, 12, 15, 18 or 20 something like that, are selected because of their knowledge of food interest. In most cases they are men who have come up through the ranks. They are top men. They have to be good to operate a food business today at a profit. They can't be anything else. You know something about the casualties in food business, don't you? About 90 out of every 100 restaurants that open fail. So they have got to be top men to rival that. And incidentally to give their time and their effort to helping military. These consultants believe that food in the army is much too important to be mishandled at any time or to any degree. They know that the total effort involved in purchasing and storing, distributing and cooking, and incidentally, serving 5 lbs. of food per man per day, makes food the leading tonnage in the army. Now, at a cost of 60¢ a ration they know that the money spent for a ration is second only to that spent for pay. Take your army of 12 million men or whatever it was, then a ration of 60¢, what's that, 12 million. 12 million men, 60 times 12 million is what? 750,000 or something like that. 7 million. Alright 7 million dollars, 210 million a month, 24 to 30 million a year. Boys, feeding in the army is big business. That's really big business and therefore you should have the best qualified men to handle it for you. Now, these consultants know too that food has no meaning to the soldier until it is actually served and consumed. Consultants also know from their wide experience that a consumption of an adequate and attractive diet has a more important bearing upon the physical fitness and morale of a soldier than any other single service rendered to him. Now what's the use of all this knowledge of consultants? Their experience and

their time, if certain army officers fail to accept what these consultants are so willing to offer. It is of no use. Now, some six or eight months ago, I believe it was, consultants were assigned to the six armies. These men, everyone of them, stand ready to visit an installation any time you are ready. Not to find fault with army methods and policies, that isn't their thought at all. But in the hope that through their experience, they might make food service to these boys just a little better than it has ever been before. Now, the extent of their contribution will be limited only by the army itself. If post commanders and other high officers decide to accept none of the recommendations of the consultant then there isn't a thing the consultant can do about it. Personally I am very appreciative of the opportunities the War Department has given me to study messing operations and the way they have accepted my recommendations and I am fully aware of the War Department's desire to make every officer realize the importance to better understand food. And the help they can obtain through these consultants. Now, in times like these when the army's immediate future is of great concern to all of us, I ask you to remember that no matter where you located and no matter what your future duties may become that a sound food program in the United States Army not only means a better and superior fighting force but will be reflected in the improved physical condition of every American citizen. And remember too that wherever you are stationed in these United States you will find the food consultant ready to serve you. The value of these consultants depends entirely on how you use them. Thank you, very much.

MR. SHIRCLIFFE

Food Service Consultant

You may wonder why I have the word 'a la carte', menus, table de hote, selective, club and so forth but without an outline, without a blueprint it is pretty hard for the man or the woman who is going to teach, to teach the younger generation, just what to do or how to do it. It seems to me that that is the starting point in food work. We have in Chicago a committee of about 20 men and women, we have a few scientists and some doctors, and several dieticians, and 3 or 4 homey girls and several cooks who have been working on a terminology book for the last 2 and one half years. At the present time we are at the letter "E". You may think that it is an easy matter to define terms but it's not. Sometimes it takes a good hour to really settle on one term. Just settle on it. You know I have a collection of some 5,000 books on foods, and perhaps twice that many menus which date back from the time foods were put into food form. And in consulting these books and these menus, both American and foreign, I can scarcely find two that are in agreement. You know the medics for years and years and years, they fought one another. I presume they still do, about what their varied words mean, and it wasn't until the 80's or 90's that they got together and really produced a dictionary on their particular line of work. I feel as though our work is more important than the physicians. The physician gets a man or a woman when they are ill. Of course, he tries to keep them well but in trying to keep them well they use foods, good foods, well cooked, well served, well balanced. That's preventive medicine. As I see it, it is more important than the work of the physician. In all, the physician has a hard time trying to really master his own particular line of work. We have the dietician who is assisting him and the great big broad minded physician realizes that they do a marvelous work. They are professional people. They have come to the aid of the physician and they have sided him no end. A great many do give them credit, a great many do not. I believe this food work is a most important project that we have. I am a cook. I am glad to tell you that I am a cook. I've always been proud of my profession and I believe that those who follow it, if they would only love it, they would make the others respect it. It's only through the lack of respect on the person that is doing the cooking for his own particular art that others do not honor him or really think well of him. I remember back in 1911 when we opened up the Blackstone Hotel. They brought a chef on from New York with the name of Becker.

Astor Becker was one of the most outstanding men in America. He took over that hotel; he did a marvelous job. They paid him to come on to Chicago \$10,000 and later on he made \$18,000 and young Drake told me that many years he made up to \$25,000 a year. Now there aren't very many professional men who earn their room and their board and \$25,000 besides. There are not very many men not that I know of. If a man has a clerk's position he has a chance of making a lot of money,

it's true, but the cook also has great opportunity. He has a great opportunity to do a great many things for mankind. He owes a great deal to the people who come into his restaurants and eat his food - everything that he has and can put into it to make his work outstanding. When he loves his work and does an outstanding job they will respect them. This man Becker used to drive down there on holidays and come in on Sundays with his long Prince Albert coat and his high hat and his striped trousers and the guests of the Blackstone were happy to know him. He made them respect him, and you can do the same thing. I have these words that I should like to run over, perhaps hurriedly. An hour is no time. I could spend a day on what I have on the board, but we will try to run thru them the best we can and see what I can pass on to you for your information and for your guidance.

We have the word "appetizer" over here and that brings in many many varied foods. They often call it *hors d'oeuvre*. *Hors d'oeuvre* was what the French found up in Russia when they first went up there to see the French cooks to see how they were serving the French foods, and they found these Russians serving the *hors d'oeuvres* in a separate room with liquors, of course to wash them down, then they came on into the main dining room and had their food. The French gave that name for this particular type of service - *hors d'oeuvre* means outside of the work. It hasn't anything to do with the menu at all. It is something foreign to the menu. So they gave that particular word to that particular service. Appetizers - we have canapes, which means something that is raised. You might place something on a piece of toast if it is dry and perhaps a little butter on there and that will become a very nice canape, perhaps a grilled sardine or perhaps some anchovies or something that is tasty. You might put crabmeat on top of a sliced tomato and a base of lettuce and a nice dressing over the top - that becomes a canape. We have an artichoke bottom with some crabmeat or lobster or something on top of that with a nice dressing and that also becomes a canape.

A rundel or a crouton: A crouton is something they add to thick soups and they add it to thick soups because it will float and will not soak. But in reading over these menus the men and the woman or whoever has that work to do say croutons are added to soup; that is not true. They are added to a thick soup because if they are added to a thin soup they would float and get mushy and be no good. But they do add a crouton, a very large, round rundel which they cut from a piece of French bread and put cheese on top of it and an onion gratin soup and they put that on top. So that is a form of a crouton or a roundel. We have coups and we have supremes. We have a coup of fruit; we have supreme of fruit. We have a coup here most people call a cocktail. I never use the word cocktail at any time. I don't believe it is fitting; I don't believe it has a place in cookery at all. I don't believe it has any place in liquors or liquids. I think it is a misnomer and should not be used. So we use coup or supreme. You know, supreme

is the glass that sets in some ice and is decorated and it is a little larger. But the word supreme means more than this. It might be a supreme of chicken which would be the breast. It might be any particular part of anything that you might serve that is outstanding or the best part of that particular item, whether it is chicken or sweet-breads or section of oranges or section of grapefruit, or what not. So the word definitely has a meaning and means many things.

The Marinade, and the Marinades. To Marinate: You marinate in the marinade. If I were going to make a nice chicken salad so it has flavor and everything that I would want it to have I would dice that chicken and I would dice my celery and I would marinate that in a good French dressing for about an hour or an hour and a half. Why would I do that? And there again the man that knows the reason why he does a certain thing is so much better than the fellow who knows the right answer but doesn't know why. So, if you know why you do a certain thing in a certain way you have more punch to your argument than the other fellow ever will have. We are going to marinate this diced chicken or turkey or veal or whatever you might make with the celery and in that two hours it is going to pick up that tart fine flavor - the oil and the vinegar and the seasoning. You are going to drain that off and it can be used again. And then you are going to put a dressing over the top and it might be an emulsified dressing which is one of your mayonnaise dressings. (Illustration by means of blackboard). That is an emulsified dressing. That salad is going to be different from this salad if this cook dices chicken and celery and puts some mayonnaise with it because the mayonnaise does not penetrate and therefore you have more or less a dry flavorless salad. You don't take any more time to do a good job and you don't take any more time to do something better this way than it would the other.

Hors d'oeuvres and Relishes: To souse and to pickle. If you souse a fish you might put in a pickle; if you marinate a fish you might put in a pickle. The pickly might be onions, vinegar, and spices and vegetables and in the marination whether it be for fish or whatnot a certain length of time must ensue while they are in the pickle. If you are going to marinate beef, if you are going to have beef a la mode and they are large pieces and you are going to marinate in wine and a good herb vinegar and some salt and vegetables it would perhaps take two days; others might take two hours, three hours or four hours, but there you have what we might call our appetizers. We also have this word hors d'oeuvre listed and relishes, and relishes mean something that has a relish to it; that picks up the appetite and give you an appetite; something that is usually and generally eaten out of hand. It might be a stalk of celery, it might be an olive, or pickles, might be some out-off carrots; it might be some salted nuts. There you have your relishes.

A la carte: That is to the cart. Every item that you selected off that menu you pay for. You may wonder why I am talking about this. Unless you people know, and I presume you are the instructors and are going to instruct the young fry that is coming along, the answers to answer these boys that you are attempting to teach they aren't going to have much confidence in you. You have got to know: you have got to know the words from the start to the finish. Today, what do we find? We find club meals and table d'hote meals offered to the public. A club meal is a complete meal at a price. There are no changes, no substitutes, it is a complete meal at a price. And back in 1900 when that first came out in the clubs they had a lot of these birds that wanted to get out in a hurry and stay late. They always have a grouch on about the service and then stay for an hour afterwards. They wanted something produced that would be complete in itself at a price. So, they went about to make these club meals. They made 20, 30 or 40 of them. At the club I worked at we had 24 - 1 to 24. Well, by the time they got thru reading all of this program, they would be sick or they would want lunch. But everyone of these little meals it might be an appetizer; it might be an appetizer and some bacon and some toast and coffee and at a price; that was a club meal, no change, no anything, it was complete. But what do you see on the menus today? You see club meals with all kinds of offerings. You also find your Tab Meal. Your Tab Meal is a complete meal at a price also. This club meal is borrowed from the Tab Meal. Table d'hote - it is at the table of the host. You get anything that you wanted off of that menu and as much as you wasted at a price and only one price. What do you see today on the menus? Table d'hote with an arrangement of all kinds of varied prices. That is not right. That's your selective menu. That came into being in 1917, but still they stick to the old idea - the club and the table d'hote and they call it what they should not call it. They should be calling it a selective meal. A selective meal has a number of entrees and they all carry their price. Why do you suppose that was brought about? This is the reason: On the great table d'hote they have roast turkey and roast beef and capon and they have stews, and hashes and things. What do you suppose sold out? The roast beef and the roast turkey and the lamb chops - they were all sold out before anyone else could get a shot at it. So in order to stop that, they put a lower price on the varied items and they called it a selective menu.

Continentials: That is the worst thing the Continentals ever brought over here. And I will tell you why it is the worst. You know when they brought it over here they had no idea of balance. A Continental breakfast was some jam, some marmalades, some toast and some coffee - all acid producing, every single item. What do you find on the Eastern menus today? You find the construction of their breakfast menu is the bread taking the third position on the menu and then when they write a luncheon or a dinner they drop it down where it belongs - just above the coffee. But on the breakfast, they don't know why, but that is the reason they are still doing it, which is unfortunate. It is unfortunate for the fellow - you should

do something for him. You should have balanced food. He reads down this menu at the top he has these jams and preserves and then the toast and coffee and he is off to a bad start for the day. Breakfast is an important meal. It is a very important meal, unless you and I and all the rest in the food service do something about it. You will have it, but we aren't going to have it. The food service will go back into the home. There are too few people spend time on their particular work to find out just what it is about. If they did, they would do better jobs.

The light to the heavy. If it is right and proper to eat or dine from the light to the heavy then it is certainly right and proper to build your menus accordingly, whether it be a food or a wine menu. That's the thesis; that's the thing you must work on. How many men do you suppose know why they put certain foods on a menu in certain position? They are very, very few. Still there is a reason; there is a reason for everything you do. You just check on it and you will find out. This outline is an important thing. We'll talk about it later. While I am talking about wines and wine menus, and wine has to do with cookery; it has a lot to do with cookery. Wine is used as a great deal; it adds flavor; it adds something to meats; it adds something to sauces; it adds something to puddings and desserts that you get in no other way. What do you suppose is the difference between aroma and bouquet? Aroma and bouquet. You will hear a man say that has a fine bouquet; that has a fine aroma. When you talk about wines they are young wines when you get the aroma; you get the aroma of the grape - young wine. When you speak about bouquet that comes with age. Just like you men and myself - wisdom, knowledge comes with age. It's the volatile gas that is acting upon the alcohols that develops this bouquet. It is only thru a long period of time that you can produce the bouquet, but they use the word interchangeably. It is not right; it is not true.

Accessories: An accessory to a meal is something that you are going to give to these boys or to whom you serve if you are serving a selective menu, or if you are serving a meal to your own particular people. It is that balancing part around this one resistance - one entree - whatever you may call it. It's the balance of the whole. Most men eat meat - either meat or fish - and around that the accessories move. The accessories are your balance and in the form of your green vegetables and green salads and, of course, your milk too. An accessory to a meal is the most important balancing end of the meal. We might talk about the word "Braise." What do I see on menus? Braised fish, braised lettuce. I don't blame the doctors for fighting one another. I feel like fighting. You know, the word Braise comes from the word "braiser", to braise. Back in 1690, Dr. Pappen invested what he called a dijesture, but long before Dr. Pappen lived they had these braisers that were oval in shape and



made of good strong metal and had legs on them and sort of an indentated cover. You know all the French and all the Europeans worke their oxen until they very near died and they killed them off and couldn't eat the food, so old man Pappen came along and created this gadget for the kitchen that would break down or dissolve these tough connective tissues into gelatine and produce something that would be edible and worth while. So they diced this old beef up, they put some fat in the bottom of the pot and they had some vegetables down in there and over a slow fire, charcoal underneath, they sort of browned that up and in this indentated lid they piled hot charcoals. They browned it for awhile and then they added flour to take up that fat. They put back their lids and gave it heat. What do I read in the cookery books? No hot cookery. Everything must be slow. Everything isn't silly because somebody said that you cannot use hot cookery; everyone doesn't feel that way; I do not feel that way at all. Slow cookery: Here we have a pot lid sunk in there with charcoal underneath and charcoal on top and the temperature in there perhaps 350 or 375. They broke down the tissues; they dissolved the gelatine and they had something that was worthwhile. You can't give a spring chicken braising; you can't treat it that way, and lettuce never, and fish, my gracious. A great trouble with this menu making is they put in words they know nothing about. Even today in the great hotels and clubs they have their braising pots and pans; they are tightly covered, or should be, when this braising is going on. To braise means to brown and to stew at the same time. That is what the word means, and still I read in these cookery books to put your meat in some grease and then add some water. I get indigestion just thinking about it.

To broil, to grill: A broiler is a series steel grates within framework with a handle usually to pull in or pull out or to raise up and down. They used to broil over the charcoal. Charcoal adds something to meats. When you broil over charcoal this grease dropping down into these embers causes the smoke to rise. What does that do? It adds flavor to that particular piece of meat. You can't put on a tough steak on a broiler and expect to get it off tender. That's not possible. It must be young and tender when it goes on or it comes off tougher than ever. So, you know the type of food you will give a certain type of cookery to is your work because you are going to have these cuts come to you and you should know what to do with them to get the most out of it and do a good job. There we have people say they can pan broil. I say they can't. In the books - most of the books - that I pick up, how can you pan broil? If you put a piece of meat in that pan and you sizzle it you are frying it. That is what you are doing; you are not broiling. When you put it on these grid irons that grease drops down. It doesn't sizzle underneath it at all. Why do you suppose they had this form of cookery? For someone to come along and disturb the idea of it and then have other people who don't take time out to check up on it believe it.

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Pan broiling: I have had more arguments with people on that particular item than I have fingers on both hands, but I still believe in what I say. So, I will say it again; if you put something in a pan you are frying it. What did I find out on the Pacific Coast? Grilled chicken, grilled chops, grilled fish - all on a big griddle. I went out to see how they were grilling. Here it was on a griddle - a big frying pan. In the Navy, in the Army - I served four years in the Navy - three in the Army. They call it grill. Why? There wasn't a broiler in sight - great big griddles. Are we going to change our thought on this particular mode of cookery? I'm not.

Hand broiling: We have little grills - hand grills - that you put small items in and put it over the fire and turn them over on another wire broiler. That is another type of broiler - your hand broilers and your steel broiler. Your fire may come from the top; it may come from the bottom. It may come from both sides, but all the grease goes down, it doesn't sizzle or fritter in that grease.

Blanching: When I blanch something I might put it in water, bring it to the simmering point to stiffen or to whiten. I might blanch almonds, bring it to the boiling point to get the skins off. If you are blanching celery out in the yard you try to keep the sun from it so the will not form. If you blanch anything you generally whiten it. That is what the word means: whiten. Of course, if you are going to have sweetbreads and you are going to blanch them - stiffen them up - and if they are going to lardon them or baste them up, it is necessary to do that so they can work on it.

Bouillon consomme, broth: In these books I read about broth; I read about consomme; I read about bouillon; I read about stock and I wonder about the authors.

Stock: What is stock? Stock is perhaps the most important item that you have in your kitchen. It is what you have to do with your soups, your sances. If your stocks are good you have good sauces and you have good soups. What is the broth. The broth might be okay; it doesn't have to be clear, although I read books which say it must be clear. That's not true. If you have a lamb broth you wouldn't want it clear; you wouldn't want to take that matter out of there. You would want it to remain just a good broth. Whey you say bouillon that is what they call the grand stock. The cooks of old, if you have read the old masters, down thru time you will find that they said that the grand stock was bouillon, and when they clarified it it became consomme. And in the clarification of a consomme, after the bouillon has been made and it is chilled off, and the fats are taken off and strained, then you come along to this word double or rich. It means that they take very lean meat and chop it up and vegetables and put them in there and chop it up, a few spices and whites of eggs, sometimes the shilks but I feel as though there is too much flavor in shulks. They mix it all up together and they put it in this grand bouillon; this fine stock and stir it up with a spatula. They put it back on the range and they stir it and stir it until it comes to the simmering point, then they leave it along and allow to simmer for about an hour and a half and then that is strained off. That becomes clarified. All the clocculent matter is brought to the top and you have a real consomme. But do you suppose they used the words as they should be used? Why not, because no one knows anything about it, is that it? I presume it is.

Basting: They say to baste with water; I say that that is very bad. If you are going to do any basting, and if you have meats that don't have any fat, it is necessary to do some basting if you are roasting. But you take a fine piece of meat that is highly marblized and I talk about meat with the bones in not with the bones out - I think that is a crime of all crimes to take bones out of meat because the fellow doesn't know how to carve. That is the only reason; there isn't any reason in the world why you should take and throw away all that fine flavor - meat that has the bones in will cook quicker; it will have more flavor; it will give you a finer out; you will be happier with it. Everything that you could possibly think about in the way of finesse you have it with the bones in but they want to take the bones out. I talked to a lady the other day that was at some University and they make her cook the meat before to get cold so they can slice it and put blanket gravy on it. Now you know in a university, that is what they do. If a fellow doesn't know how to carve, he will do it every time. Why shouldn't they be taught how to carve? There isn't any reason in the world. That should be one of the great arts. If you are going to carve meat, you cook it rare or medium and you out a nice slice off and give them a nice sauce with it, some fine roast beef sauce or gravy, then you have something to chuckle over. You want the men to be happy; if they are happy they do better work. They win wars - there is no finer ammunition in the world than good food. Still, the old stuff goes on and you wonder why it isn't

better. You wonder why he isn't proud of his position. You wonder why he doesn't want to be a cook because the fellow over him know nothing about it and care less. I hope it is going to change, change for the better.

Breading and dusting: Why do they bread - bread in order to hold the juices in and breading should be done on something that is very thin, especially fish, so you get this fish which is frozen, which is no good at any time (I say that because I have worked with it; I know what it is; it is no good at any time). You bread this stuff, it's dry, you try to retain as much moisture as you can; you run it thru a seasoned flour and into an egg wash and then you pat it with some bread crumbs and then you deep fry it. It is all right; that's as good as you can do with that. When you dust items, you dust them in just seasoned flour and you saute them. Why is it we don't use the word saute? Why is it? I have looked thru most of these books and they don't use that word. Saute - Saute means literally to jump. If you have saute potatoes, you jump them over; if you have thin filets of anything, you turn them over quickly and get them off. And there again you come back to this high and low temperatures. What do you suppose they would do with a steak that was cut 1 a minute on a broiler would you ever get it off rare? - no, you would never get it off rare. Therefore, you have to give it high cookery. If you put it in a pan you have to give it high cookery to get it off, or you will get it off well done. Who wants to eat well done food? I don't. I wouldn't have it.

COMMENT

The Army does.

MR. SHIRCLIFFE

Food Service Consultant

That's all right; let the Army have it. I am not for it. You take all the fine juices out of the meat, you take out all the flavor and you do a job that isn't worthwhile. So, if I were in the Army I would try and teach the boys how to get the most out of their foods. You know I was teaching cookery for four years in the Navy. I know what you say is right, but I take it upon myself as a bad job of teaching. You know, what is well done food? Take liver, you slice it thin; you say you should not give anything fast cookery, or high temperatures. What could you do with liver? You put it in the pan, you want to get it off; you have to get it off fast; you have to have a hot fire to brown it. You put dusting on with flour and you turn it over quickly and get it off. If you don't get it off, it is going to be well done, and I don't like it again.

Coddle: To coddle - When a man is down on his back you can give him two or three things that will help him. You can give him lamb broth

with barley and that will help to bring him back when he can't keep a darn thing on his stomach. I have tried it out with hundreds of cases where with good lamb broth with barley they have been able to eat the next day. You take the coddling of an egg - the egg coddled in the shell. That means the cooking of that particular egg in the shell and it is better than a poached egg. Poached egg is supposed to be fine for the digestion, but the coddled egg is better. Bring the water to the boiling point, bring it back on the range, put your eggs in, cover up, but don't allow to simmer, just allow it to stay in there for 12 or 15 minutes and you will have what we call a pre-digested egg - an egg that that boy can handle, and egg that is pre-digested. So the coddling of an egg is something that is worthwhile. How is the time?

COMMENT

Plenty of time, go ahead.

MR. SHIRCLIFFE

Food Service Consultant

French on the menu. Why should you not use French on the menu. I disagree with them again. There are hundreds of words that are French that we have no equivalent for. You know America is built on European people. They all came over here; they all have their own particular foods, and everyone of those foods are sort of a stone in the building of an American menu. We have no equivalent for them. Why shouldn't we understand them? You know, doctors use Latin the world over; he writes his prescriptions and everyone understand them. If you are going to study music, you are going to study the Italian language, in order to understand it. French is the language of the menu. We are all a few generations removed from European parentage, why shouldn't we use their words? Is there any good reason? None whatever; none whatever.

Fricassee: What is fricassee and fried chicken, southern style. I read these books and they say to boil the chicken and then dismember it and then take that stock and make a roux and then thicken up your chicken stock and drop your chicken back in. If you are going to make a fricassee of chicken, you are going to make a nice fricassee. It means to fry - originally fricassee was to fry. You can cut your chicken up and you can saute it and sort of brown it a little and then take and put some chicken stock (you should always have some stock on hand, and if you don't you can make it without it) and after you have this chicken brown, take up that fat that you've used with a little flour and make the roux and then pour in your water and make a good smooth sauce and pour it over the top and simmer until your chicken is done. Now when you work with a thickened sauce at the start you force goodness into that chicken because you have raised the temperature. What do they mean by boiling? Boiling plain water, allright 212;

but a thickened water with a cover on it, it is a way up, and don't you think it isn't. And so with that way-up cookery, with that way-up heat, you force goodness right back into that chicken. You have taken it out with boiling, so you want to force something back into it, and this good hot sauce being forced back into it you have a better chicken fricasse.

Fried Chicken - Southern Style: You know on the roadways they do just what these books say, boil the chicken and then run it thru a breading and then into the hot grease and that is chicken-in-the-fough. That is chicken that they ought to be arrested for serving. What have they done to the chicken? They have taken all the goodness right out of it. There isn't a thing to it, but terrible breading, it picks up a lot of grease and it is bad. And these Americans as they go down the roadway they chuckle over this idea that it was tender. Two hours from the time they leave there they have indigestion. They should. This fried chicken business - I have tried to check it. Chicken - Southern Style - Fried Chicken, Southern Style. As far as I can find out that came from Chicken Maryland. The south-erns adapted that they call it (of course, Maryland is in the South and was in the South) but this fried chicken was, of course, breaded and fried slowly in very shallow grease until it was brown and then it was taken out of the grease and put into the oven and finished in there, and then they served a nice slice of pork - salt pork with it and a corn fritter and they called it Chicken Maryland. I do believe that is where you get your Southern Fried Chicken from. I do believe that is where the word came from and back in the '30s (that is the earliest record I have of it) they speak about this Southern Fried Chicken, or Chicken a la Maryland. Getting back to wines again. You know, I like wine; I drink it religiously. I drink it daily and appreciate it. There isn't anything in the whole category of foods that is finer than a good still wine. You know, when Noah landed up on Mount Arid, he was very much displeased with the water they asked him to drink; said he wouldn't drink it; said that all his friends had been drowned in that stuff and he wouldn't drink it. So, the Guardain Angel came down to see about Noah and he had complaint enough - at least she thought so - so she flew back to Heaven and she presented his complaint to the Gods. Water they say is the best; I being modest I never choose water, so when she came back to Noah with the seed of the grape. She said, "Noah, you plant this, when it comes to fruitation, you press it, ferment it, and you will have a real drink." Noah did as she told him. He was the first drunk we have any record of.

Fish cookery: There is no reason in the world why fish, if you get it fresh, should not be used. Good fish, fresh fish is an asset. The great trouble as I see it is this: The man that has to do with the handling of that particular fish doesn't know just what that fish is; what type of cookery he should give it. You know if you get a

lean fish, it is all right to fry it; it is all right to saute it; it is all right to broil it. You get a real fat fish and they often take and bread that fish and run it thru a hot grease and the fat that is originally in this fish along with the fat that the breading takes up is too much for the boy to handle. He can't tolerate that grease. I do believe that that fat fish - and there are many types of fat fish - the mackerel, the salmon, the white fish, we have varied types of very very fatty fish - if they would bake it off and bake the grease out of it and then make a nice lean sauce as an accompaniment to that fish, they would eat it; they would digest it; and they would enjoy it. I do believe that the forms of cookery and the reasons for cooking certain foods certain ways is not very well understood by the average. Until it is, you are not going to do too much with this art of cookery.

It starts at that point - to know what you are going to do with a particular item, and it is necessary to teach the teachers so they can pass it on.

Disjointed - Unjointed or Sectioned. Disjointed and Unjointed: I checked that in the dictionary and that might be a disjointed shoulder, but a sectioned chicken might be better. I feel as though it is because it definitely shows that you have severed something and you are going to present it in that way, but this disjoint and unjoint, they are both used interchangeably and it might be a dislocated shoulder or it might be something else. I want to say a few words about shrimp cookery. Shrimp cookery - we use lots of shrimps - and from time to time we get shrimps that are highly chlorinated. If you take the shrimp as they come to you, if they're frozen, unless they are thawed out and washed off carefully and put in water and brought to the simmering point and that first water thrown away, you will find that from time to time you are going to have a very, very off-flavored shrimp. Now to clean them well and bring them to the simmering point and then to cook them for 20 minutes and take them out and take the shells off and the elementary track, I think that is the way to cook that particular item. We have here fat and lean fish, and flat and round fish. We have the flat fish which belongs to the halibut family and the flounder. I often see listed: sole. Now, the only sole that I can buy is the sole that comes from the channel - Cover Channel - although these fish mongers over here say they have a sole and I have been purchasing food since 1907 I have the first one to see. They have tried to convince me that these flounders, these lemon flounders, and gray flounders, and the hake are soles, but the genuine sole is the fish that comes from the channel over in Europe - that is

the genuine sole. We see sole listed from time to time, though. As I say, unless there is some etiquette to the menu; unless there is character back of the menu, and I mean character, there must be someone around there who has character to see that the things that are listed are understood by the ones that are going to consume it and it is correct. Now, without character and without some etiquette to the menu, you certainly are not going to get far, because when people know that you know what you are talking about, they will have confidence in what you say. And don't say things, or don't write in things on your menu that are something that you have not got. I would like to turn this around if I might (the blackboard). (See Exhibit). There was a colored fellow who was smelling some fish in a fish monger's place and this fish monger said, "What you doing, you rascal, smelling my fish?" He said, "No, suh, I just talking to that fish. And I asked him about news from the sea and he say he no been down there since three weeks."

MR. SHIRCLIFFE

Food Service Consultant

Garnisher means to garnish; garniture is something that definitely belongs to that particular dish you are serving. That is a garniture. The act of garnishing might be the act of putting parsley and lemon on fish or watercress on meat or adding croutons to a soup, or whatnot. But when a dish is moded; and when I say moded I mean it might be Chicken King or it might be Lobster. That is a moded dish. It carries certain garniture with it and it cannot be left out; that is part of it. You will notice that I leave the "a la" off. There is no good reason in the world why you should put "a la" in there. The comma stands for that; we have two English words and we put in "a la" to say it is "a la King." This dish here was invented over here and this was, and this was invented in Delmonicos, and that also (pointing to blackboard on stage). But why we should put "a la" in there, there is no good reason. Chicken King is all right; if you want to put Maine Lobster Newburg, or if you want to put Chicken King that's enough. Gratin, gratinee, frappe - I have asked many people what Gratin means. They say it means cheese; it does not; definitely it does not. It means to brown or to crust up. You might sprinkle some bread crumbs on there with a little butter and brown it - that would be gratin. You can use cheese there and bread crumbs and butter and still be gratin, but it definitely does not have anything to do with cheese. Although over here in America we have taken it upon ourselves because we have potatoes gratin to put some cheese on there. But there are many, many dishes that do not call for cheese and we should not put cheese on. So, we have Omelet and that is the Latin of Ova Meletta and I think ova means eggs; Meletta means mix, so I imagine that is where the word came from - Ova Meletta - an omelet. And there again if you are making a nice omelet that temperature (interruption) I think in the history of these varied words you get a better slant on what the meanings are and why they were brought

about and it gives you better talking points and you are better fitted to hold your own. I would like to have something about stews, Stewing - I have a book that was written in 1390 and it was translated by Dr. Pecke, a very famous antiquarian, and in checking for this word "stew" (this is 1390) I find that they were bathhouses; they were steampots where you would get all heated up, and on the Thames River in 1195 they had a great many cookshops and these cookshops - these wayfarers came in - and they had some soup, some bread, and some ale, and it was a hothouse - a stew - and they finally called them Stews. And that is where this stew comes from. It finally got so bad in these various stews that they had to close them all up. So we get the word in food - stew. I think if I have an old piece of meat and I want to force goodness into it - if I want to whiten it - if I want to do something about it and make it edible, I am virtuing that beef. So I virtue beef and I write in on the menu and what do you suppose they say to me - "Well, that's certainly a nutty idea." But this stew back there in the 1190's where they had these hothouses and had these stews I think it just as good word, I even think it is a better word than stews, so I use the word and I am criticized very much for it, but I still use it. Soup - we have thick and thin and possible have the creams, purees, bisques and the chill. The creams, of course, are stock and milk thickened with roux - there are three kinds of roux: Roux, white roux, blond roux and the brown roux and they go into various types of sauces - various colored sauces and various colored soups. And in making the roux I might say something I see in one of the papers that I had read about the making of roux. One pound of grease, or two pounds of grease, one pound of flour. I have always made a roux with practically even amounts. If you melt your fat and mix in your flour smooth and cook it you break down the starch cells and do a good job. Of course, when they say it is crumbly and not smooth because it's just as they say, this roux is hot - say around 350 or 375 degrees in heat, and you are going to add stock that is about 212. Now what do you do when you whip that cold stock, which is at the boiling point, into this very hot roux, there is a crumbling that takes place but if that roux was moved back on the back of the range and allowed to cool off and then whipped in gradually, you would do a good job at making a soup and at making a roux. I would like to say something about this outline here. As I said before, if it is right and proper to eat from the light to the heavy, it is certainly right and proper to build your menus accordingly. I have written an outline here and with this outline you can write a breakfast; you can write a festive menu; you can write a dinner; you can write anything you want by the elimination of certain captions. If you want a breakfast you could have an appetizer - that would be the juices or the fruits or whatnot - and you might have oatmeal in there to start with. You wouldn't want the soup or maybe you would want the soup. We used to serve soups for breakfast. You may want eggs; if you didn't you could eliminate them. You may want fish; if you didn't you could eliminate them. You may want an entree or several entrees. That is all right. You may want a vegetable - potatoes, yes. You wouldn't

want the salad and you perhaps wouldn't want the dessert. But you want the beverages and you want bread. Now, whatever caption that you eliminate, or whatever one you want to eliminate, the sequence is always the same; it never falls out of line. You are never at a loss where to place things. You know that outline is a control and it wouldn't matter what kind of a menu you want to write, you can write it from this particular outline.

Liaison: Lisison might be cream and yolks of eggs that are whipped up and added to a sauce or added to a soup in order to heighten its color and after your eggs are added you cannot bring it to the boiling point any more.

Leaching: If you leach a coffee bag, you might leach your coffee for about 15 minutes and then take it out. And that is what the word means - the monkey cook and the whitewash cook. This monkey cook, you know, is always lazy. He makes this caramel, as he calls it, it is burnt sugar. He blackens up some sugar and puts it in a bottle or a tin can. He wants to have a brown soup, or to have a brown stew, or a brown sauce, he adds this monkey to it and it becomes the color he wants it. He could brown up his vegetables, his onions and his carrots and do a good job, but he has this monkey standing by at all times which he calls on to aid him because he does not love the art. He either doesn't know or he doesn't care. The monkey cook is the man who has a pot of whitewash. He whips up this flour and the water. He is going to make a stew, he whips that into a stew. If he wants to make a sauce, he whips it into the sauce. If he wants to make a soup, he whips it into the soup. So the monkey and the whitewash cook, they are two of the same kind and of the same color. I believe they should be eliminated because it is not expensive; there is no economy in doing this particular kind of work and it has no place in cookery.

I would like to say something about the desserts. As you notice we have five items here and the top would be the ices, or ice creams and then the jellos and puddings, and we are talking about from the light to the heavy, and then we have the pasteries and each one of these very inter-captions or control-captions carries a whole list of dishes and pastries. That means anything that has a crust; it might be a pie, or cake, cookies, a tartlet, an éclair, or whatnot. But on your menu you often see the word pastry, ice cream follows it and various other things that has nothing to do with pastries at all. And then we have our cheeses. The French, in the serving of cheese, feel as though a cheese should precede a sweet. There are two thoughts on that. I feel as though the cheese should follow the sweet. I say that for this reason because cheese clears the mouth - it cleans the mouth out. Where you have a sweet, you have that sticky, nasty taste in your mouth and it is hard to get rid of. And if there is a sweet and cheese served on the festive menu that is where it belongs. And then down in the beverages we have these cold

drinks and then these hot drinks; and the hot always precedes the cold. So we've talked ourself out and I thank you for your attention. If there are any questions anyone would like to ask, I will be glad to answer them.

QUESTION

I would like to ask a question of you and the civilian consultants. Your schools are the same as our schools?

MR. SHIRCLIFFE

Food Service Consultant

That's right.

QUESTION

Personnel and equipment?

MR. SHIRCLIFFE

Food Service Consultant

That's right.

QUESTION

Well, we haven't got the personnel. At every single post that I have visited, the personnel in messes were 25 to 35% short.

MR. SHIRCLIFFE

Food Service Consultant

Well, sir that has nothing to do with this. I would think the Government, the way they spend money, would be able to supply you with personnel. I would think that would be their first concern. If I should have anything to do with it, or could have anything to do with it, I would sanction just what you say - get the personnel, train them, teach the men right, and make better men of them.

QUESTION

When you purchase equipment, I am speaking now of mechanical food equipment, you always see to it that with every piece of machinery you have the necessary blueprints and you can study them. You also have an automatic cut-off in case the wiring goes wrong, or there is some break in electricity. I would like to inform you that I have just come from a post that had 25 pieces of mechanical equipment and each one is out of order because he didn't have any of these cutoffs. Why doesn't our Army get these?

MR. SHIRCLIFFE

Food Service Consultant

I'll ask that question. I'll ask that question from the Commanding General, whoever he may be. Why? I would say if I were in charge - if I were operating a place - I would see that they produce the equipment that was necessary also or I wouldn't work for them. Of course, when you're in the Army, you're in the Army. I realize that. But that would be my answer to you. When this lady told me she had to cook her meat the day before and slice it, I told her I wouldn't work for them. I wouldn't give a damn who they were; and I wouldn't. Any other questions? Well, we will call it a day.

COL. HARDING

We have with us Mr. George Mardikian who made quite an extensive tour in the Mediterranean Area and he is going to tell us about food service in Europe and what he saw. Mr. Mardikian.

MR. MARDIKIAN

Food Service Consultant

Thank you very much, Colonel. Friends, I would like to warn you ahead of time that by vocation and profession I am a cook. I am not a speaker; and I am not a lecturer, so if I do make any mistakes, you must forgive me because I have had quite a few embarrassing moments already the last ten or twelve years. I remember a very unusual situation I was put in by the National Broadcasting Company. When I was chosen by that company to become their official chef I remember my first broadcast, so we had one of the nicest and very able producers to write a very fine 15 minutes of talk about food and about cooking, and with some very unusual anecdotes that I had told him and with one of the best announcers we had the inauguration of George Mardikian's Omar Khayyam. And I thought the program was very fine, so did the producers and so did the announcer, so we were very happy about it and we were shaking hands with each other for the success of our program. But within five minutes, while we were still at the studio, the door opened and the general manager of the NBC, like a wild man, walked in and said, "Who the hell wrote that program?" So the producer said, "Well, I did. Is there anything wrong with it?" He said, "Everything is wrong with it. That didn't sound like George Mardikian at all. I don't want anybody to write any script for George Mardikian. I want him to talk like he always does. You know what I mean, the right words in the wrong place and the wrong words in the right place." I looked at him and said, "Al, I don't know what you mean but I guess it's all right." Well, it has been that way for many years. So I hope that you will be looking at me with a forgiving eye because, as I said, I am not trying to give you a talk on some things that I don't know what it is all about.

It was in the latter part of October that I received a letter from Colonel Hastings telling me that they were holding me up on my promise that I had come forward with their request of the European Theater Command, the Chief Quartermaster General Boone, that I should go and work with him for a few months. I immediately wrote back and said I would be very delighted and I would be very much honored to accept that position providing that I do not get paid a cent for my work. (I think he still has that letter because he's afraid that someday I may ask for it.) But very few people will realize why I put that demand in there. That condition is primarily is a selfish condition that I must confide in you and we are old friends and we are trying to remedy a situation which prevails in the Army. As I said, that condition

was a selfish gain, and that selfish gain is this: And as all of you know, I was not fortunate enough to be born here in America; I am not a native born. I am an American by choice and I was born on the other side in a little country called Armenia. And it was about 25 years ago that I saw for the first time the most beautiful lady in the world; that was the Statue of Liberty right at New York Harbor. I know a great many of you know and realize just what I mean, because I can see from your attire and your experiences that most of you have been overseas and you know what that means to you and especially for a person like myself who was only at the age of 22 and lived a life of a hundred year old man, because I had seen so much suffering, so much hardship and so much hatred, so much murder and warfare that I was glad to get to a country that I had read so much about. So to me that sight of the Statue of Liberty was the most beautiful thing I had ever seen. And believe it or not I have always claimed that I am 25 years old because I don't count the other 22 years which I lived on the other side; it wasn't worth it. And in that 25 years you have been wonderful. America has proven to me a hundred fold what the meaning of it is; that this is really the land of opportunity; that is really the God's Country. And I have made so much money and I have made so many friends that I really don't know if it will be possible ever in this lifetime to be able to pay you back. So that is where my selfish gain comes in, because I do believe that with those little things I am able to do I am paying you back little interest on everything that you have done for me. That is the reason I came forward and accepted that, although three days prior to my receiving that letter I had gotten the jurisdiction and okay from the Federal Communications Commission that I could go on with my radio station which I have spent thousands upon thousands of dollars to build in San Francisco. I went there and stayed there almost five months and I can tell you this, I wouldn't change that five months with all the years that I have lived, because I saw what you have done to Europe; I saw the might of America and I saw America at work. I saw and met our good will ambassadors - our GIs and our officers, and I am certainly proud to call myself an American, because of you and because of those GIs. Now what did I find overseas, or rather what is wrong with the GI food? I will tell you in a few words: There is nothing wrong with the GI food. The food is there as far as the quality, the quantity is concerned. I think what is lacking in our food, as our Chief Quartermaster General, General Larkin told us, that what lacks is the preparation and the presentation. That lacks for good reasons, because we do not have the experienced men, because the Army does not have the facilities as I have in my restaurant. And those are the things that we should take into consideration. And we have to find ways and means to remedy that. How are we going to do it? First of all we must take into consideration that the Army has had a very tough assignment to please youngsters. I wonder if any of you realize that the majority of the men you are feeding you have taken upon your shoulders the problem of feeding are just youngsters who have never been away from home; youngsters who are always craving for that Mom's cooking, and I like to see the guy who can compete with that little lady at home. You just can't do it; I know I can't; and I don't know a man in this whole wide world who could compete with that little women. But we can remedy that situation by stopping the gripes, by actually proving to those kids that we are going out of our way to do a job, because we have proven from the standpoint of medical and health point that they

are getting the outstanding balanced diet they have ever received in their homes, whether they come from the richest families to the poorest. I don't know of any better balanced food that you get in the Army. I say this as an authority. But how are we going to work and better our bill of fare if boys whom we are feeding, not only youngster, but we are forgetting the fact that the boys who are working in our kitchen are also youngsters, they are people who never had any experience and by the time you send them to schools whether it be Camp Lee or that beautiful cooks and bakers school in Darmstadt, or down in Leghorn; by the time they get out of it it is time for them to be coming back home. With a one-year man you can not do a job. I realize that. I also realize how difficult it is to go to a country, to a region, where you do not have the facilities that we have in this country. There is absolutely no excuse for food spoilage, for food wastage in this country, but there are some excuses overseas which to me is comparatively nothing at all. And I think they are doing a magnificent job when you realize that they receive supplies in one Port at Bremerhaven and they have to transport those supplies all the way to Vienna - in what kind of cars? In open cars; they don't even have straw to cover them; where the weather is 15 or 20 below zero; then 40% of your potatoes are frozen. The Army buys the best, but if we had in the Army people who knew how to save food; who knew how to prepare food, there is always a way of using those frozen potatoes; there is always a way for finding ways to cover them. Because they are youngsters they put the potatoes on the top and they start driving 60 miles at 15 below zero and going 45 miles an hour. I would like to see anybody stand that - he would be frozen stiff too. That is what has happened right along, and so we must take into consideration the hardships, the hard work they have ahead of them, and I have looked into it with very, very careful and not critical eye. I have been able to say that I was there because I think that one gentleman over here can verify the fact that it was only the first two weeks that I was able to go and report to the commanding generals and report to the commanding officers to get permission to go places. I found out that it was difficult, because first of all I didn't want them to know I was there, so I went to the Chief of Staff, General Huebner, I said, "General, I would like very much to have the privilege to be able to go wherever I please and wherever I pleased, and fortunately, General Boone was able to explain to them and I was given a Chief of Staff car. I tell you it was pretty difficult, believe it or not. I contracted one of those funny things that you get pains in your joints from cold - I don't even know what they call it. (Where is that Colonel who was going to help me with words.) Anyway, I will think of it; I can think of the Armenian name, but I won't tell you about it. To make a long story short, I was able to go places and actually eat with the GIs because I wasn't dressed any better than GIs. They didn't know whether I was an officer, or I was a civilian, or anything else. They knew I was a civilian because I had the U. S. on my uniform. They didn't know what my rank was. Of course, I am

very grateful to the War Department, General Larkin, that had given me the title of Expert Consultant. My title over there was VIP. You know what that means, but later on, after I stayed over there for awhile and was able to do a job, most of them put an "I" at the end of it too; that was "VIPI". That means, "Very important person indeed." You see I learned fast and you see that I didn't take very long to learn from the Army that "I" meant something, so I stuck to it. Now, I visited a great many of the depots, a great many of the warehouses and I found things that probably will be inexcusable here, but as I said when you go into a place where you expect all sorts of machinery, but machinery runs with electricity, so when you don't have electricity you can't have refrigeration - so what are you going to do about it? That's where you come in and I step out, because, as I said, you were born with a gold spoon in your mouth - you were born in America. And an American has the ingenuity - heritage which is ingenuity. We have proven to the whole world and by jove you are not going to be the one - the man who is trusted with the most important job - to fail us now. You have the most important assignment in the Army. You are the only morale factors that we have in the Army. You know better than I do that there are no more wars - we hope, anyway - and our boys are looking forward to only three periods in a day. They are not fighting; they are not killing; they are not capturing any cities; and they are not allowed to go out with Fraulins at all times, so the food is an important factor. They not only look for a good breakfast but the kind you and I like to eat, not French toast cooked at 4 o'clock in the morning and served at 8 o'clock; not cold oatmeal kept on a steam table that has no water or fire under it. That's where you come in. If you feed those boys properly and if you make an effort to see that the oatmeal is hot and the French toast is prepared to order, I can assure you that you don't have to be ashamed of the fact that you are assigned to the Quartermaster's outfit. I think you should take great pride in it; I certainly do. I have never been prouder of anything than the fact that I am considered a good cook. There isn't a man on this earth that I would be ashamed to go and talk to him and to demand respect from him. I have done this to the royalty; I have done this to the Presidents; and to everybody else and I claim them as my closest friends, as I have nothing to be ashamed of. When I put that hat on and a chef's uniform on, gentlemen, if you come to my restaurant and I stop at your table I promise you that you pay \$5.00 extra for that. So you see it pays to take pride in the work that you do; it pays to get into something that you can do a good job on, and if you don't, get out, because you cannot do justice to your job; you cannot do justice to the Army; you cannot do justice to those boys who are entrusted in your care. The first requirement of any success is the love of work. You must love the work that you do, and if you don't, God help us. I have come in contact with men, gentlemen, overseas where I have run into officers who have confided in me that they hate food; that they eat three times a day because they want to stay alive, yet the Commanding Officer had the tena-

city to put that man in charge of the food service. That is not right; that is not justice, because that man doesn't care how the food is prepared, but if the Commanding Officer is careful in choosing men who like food - I think the best indication to find that - just look at a guy to see if he likes to eat or not. Take a look at me. I have been eating one meal a day for the last 25 years, and believe it or not, it is just one meal - I start in the morning and finish at night. But you don't have to do that because you have balanced diet; you can eat three times a day. But choose the men who are the right type of men who will enjoy their work and who will do justice to their work. Now, how are we going to find men like that? It is very simple. All of you heard yesterday the Chief of Staff, our beloved General Eisenhower, who I think is one of the greatest men of our times, what he told you that he likes to leave the Army with an idea that he had a part in making this food program work, and I think that we being the soldiers should make an attempt to see that that great man gets his wishes, and it is very simple; it is very easy. General Eisenhower and General Larkin have both of them have promised, not only promised, but have shown to you they are very food conscious. If they weren't food conscious they wouldn't ask me to go to Europe, to go to the Mediterranean Theater, or to go to the camps. They are very food conscious and they are bearing the brunt of all criticism. Now, how do they get criticized? I will give you a very fine example. I met a great many boys all over Europe. I met them in Berlin, in Paris, in Frankfurt, in Munich, in Vienna, down in Rome, Venice, everywhere that you think of. I remember one very specific case where one man from Rome had written to his Mom because that day he had gone for dinner and at dinner they had one of those famous stews. Now we think it is bad. I would like to see 9 out of 10 cooks who can make as good a beef stew as that canned stew. That canned beef stew is just as bad as if you served them filet mignon. That filet mignon, if you give it to them ten days in succession, they get sick of it. So, if you are faced with the problem where the boats are late, where you don't have the fresh meat, then you must see to it that you use a little of that imagination and ingenuity. And instead of serving that beef stew, say canned beef in gravy by throwing in a few cans of peas in there and a few of those delightful carrots that we all love - those square, red things those boys love. And by actually making some pie crust - I don't have enough shortening to make enough pie but you haven't enough from your beef and your shortening to make some pie crust, and calling it meat potpie. I can assure you the boys will appreciate it, and sometimes if you want to make it more glamorous you can make individual pies and give it to them - the boys will appreciate it. The boys will appreciate knowing that you are actually fooling them because you are giving them the same beef stew. They will appreciate the fact that you are going out of your way to make an effort to please his palate. Yesterday, our General Eisenhower made a remark about eye-appeal, and about the spinach salad that you have 1500 percent profit. Those were my words; I do make 1500 percent on spinach, because

I was one of the craziest guys in the world who thought he could feed the American public raw spinach. I pay \$1.20 sometimes for a crate of spinach - 60 lbs - and you can not get a salad at Omar Khayyam's for less than \$.50. That's a hell of a price, isn't it? But you never thought of it; you are paying for it because I thought of it. And I am going back to General Eisenhower's new word again: Eye Appeal. That has been my battle with the Army; that has been my battle with you and with everybody else concerned with food. Eye Appeal, gentlemen, is the most important factor in the successful operation of food service. If you go to a restaurant, you find appeal , they have won half of the battle, because you must realize that the eye sees before the mouth tastes; that you eat with your eyes before you eat with your mouth. So that is your first battle, so instead of slopping up the food you can actually make an effort and give them a presentable dish. I will give you a very fine example. I have gone to places - in fact, I am very happy that there is someone who can hold me down over here because I am happy in this crowd over here - I found a man who acted as my guide and assistant and lifesaver in many cases - that is Colonel Buckley, who was Theater Food Supervisor overseas; and I am happy that he was able to travel with me, and I can also claim that he is the only bird that I couldn't put into the hospital. I used to get him up at 5 o'clock in the morning and he never complained. I think it was his Irish temper that wasn't going to let an Armenian put anything over on him. I know a lot of times he wanted to sleep, but he would say, "Okay, I'll be right up." And he was up. He can verify everything that I am saying. We have gone into kitchens where they were serving roast pork, and as you know, our boys have the regulation trays, this roast pork, as you know when you roast it properly, it turns sort of white - it does not stay red or brown - although outside it is brown if it is roasted properly. Then instead of making a nice brown gravy out of those drippings of the pork, we were told to whitewash awhile ago; that famous flour and water, and I don't think they used "monkey" on that; I think they just used white-wash on that - and they bring it to a boil with probably a little pork juice in it and it becomes the gravy that is also white. So, what do they do? They make very nice mashed potatoes, because after all, that's an American institution - potatoes. But, hell, that Americans eat roast potatoes too; why should we mash them? But we give them mashed potatoes, and on the menu we have invariably cauliflower - that is our fresh vegetable because we cannot eat vegetables grown overseas because they do wrong things on the vegetables. So, we get cauliflower, and we cream the cauliflower, so then for dessert we do have some very lovely canned pears, that is also white. Can you picture a tray like that? Where in the hell is the eye-appeal? I am going to show you how you can make with the very same food an eye-appealing and tasty food, by seeing to it that the roast pork is properly roasted, making a very nice brown gravy out of the drippings, and then roasting the potatoes instead of mashing them, and then make the cauliflower creamed cauliflower if you want to, or you can actually fry or bake

the cauliflower. Then coming back to our very, very famous dessert, which is our pears. I will give you some ways you can make them palatable. We have in the Army chocolate mix for our puddings. You can make some chocolate pudding, which is very simple. If I am not mistaken, in every Army kitchen you find the ice cream mix, that I will put up against any ice cream that Borden's put out or Carnation, or anybody else puts out. But if you are confronted with a situation as below zero weather, naturally you will not think of serving ice cream to the boys, so why don't you actually mix that and serve it as a whipped cream. So, what do you do? You take this pear and put a ladle of chocolate sauce on it and dab of that cream on it. If I had did that at Omar Khayyam's gentlemen, that pear alone would cost you \$.50, or give it a name and call it "Pear Romanioff," and charge you a \$1.50 and you'll like it. It is very simple; there is always an answer to it. If you go at it in such a manner that you are taking pride in your work. Everybody has hated the cooks and the mess sergeants for years. I knew that before I came to America, because I had worked with some Army officers, mess sergeants and mess officers and cooks and they have always been the joke of the Army. There is a reason for it because in the past you have allowed those cooks to go into the kitchens and wear that fatigue uniform and work with grease and the dishwashing and everything else and then they go to the same barracks with the rest of the fellows. If you had been in the kitchen as long as I have - I can tell a pretty clean cook, because I have to be, because I am always with my patrons, but when I get thru at night if I have spent any hours in the kitchen, I stink. So, how do you expect those same boys in the barracks to have love for any cook; who does not have wives to change his clothes and go back there. Now, you can't complain about that anymore because The Quartermaster General and the Chief of Staff have given you the privilege to see that your cooks do get in white uniforms. That was one of my first requirements and one of my first suggestions. I told the whole Quartermaster Staff when they were talking: Gentlemen, I don't know what the answer will be but I will tell you now that perhaps it will be a little larger task, or perhaps it will be another stripe on the cooks, but the most important thing they must have white uniforms to work in, because we are all human beings; we all like vanity. Why in the devil do you think I have become a well-known chef? I have a little mailing card-like affair in my restaurant and my Public Relations Officer said that I was born a chef. That is a lot of hokey; nobody is born a chef, you just become one. And I will tell how you become a great chef, because I think that men are more vain than the women are, because we like flattery, because we like large hats that makes us big looking, because we like white clothes, because we like very dandy uniforms. Now, let's not kid ourselves. The reason you have so many great chefs among men instead of among women is very simple to figure out because while you and I are not fair people. When we go home and we eat the finest food that our wife or mother has cooked, all we do is just take the newspaper and put on our slippers and

after we get thru we go lie down on the couch and start snoring. We never tell her how wonderful she is, but it isn't so in the cooking line. Every customer that comes in there, they tell me how wonderful I am, so that gives me something to work for. I know some fellows, gentlemen, that for twenty years they have gotten the best of me, because the first thing when they walk into the restaurant they want to see Mr. Mardikian. They are very wealthy people and everything else. The fellow say, "Mr. Mardikian, we were here three days ago and we had the most excellent New York cut of sirloin, and he said that New York cut was just out of this world, but today we would like something different, and we are not going to tell you what we want. He already told me he doesn't want New York cut, so what do I do. I love the ideas of the guys telling me that he enjoyed my food, so I went back there and raised hell with everyone of my cooks and I called the manager and told him to see that that guy be seated immediately and the first thing you know the fellow without paying anything extra he gets the most wonderful Sheesh-Kabab and the most wonderful filet mignon and he goes home. But do you think he is crazy enough to go home and not come back to the kitchen and say "Oh, Mr. Mardikian, it was wonderful." I can assure you that if instead of that fellow another stranger came it would have cost him three times as much. But I tell the manager never to charge them anything extra because I like flattery, because you like flattery, because we all do like flattery. If those damn fool sergeants know what it meant to be nice to the boys I can assure you that they wouldn't hear half of the gripes from the boys. If they stand at the door, or right at the steam table when the boys are being served and say, "Hello, Jimmy," or "Hi, there, Corporal." Just a nice word early in the morning, instead of saying, "Come on you guys, move, move." I have seen that and know it is the truth. If the poor guy was going to have oatmeal with his eggs, he would get up and finally goes back and starts writing a letter to his Mother. That's where I came in. So he says, "Dear Mom: You don't know how horrible it is being in such an isolated spot - by the way he's in Rome - only 3000 year old civilization, the most gorgeous building in the world, but he is in an isolated spot. It is terrible the cold, the bed is so hard I just can't tell you, and you should see the chow that we get. This Army chow is the worst I have ever tasted. Oh, Mom, I just can't wait for the other five months so I can come home and taste some of your hominy grits." You know what happens? Mom gets the letter and she's furious and she is crying all day long. And then the old man comes back from the oil fields or someplace else and she starts shouting at him: "You've never been a man in your life, you don't know how to stand up for your rights; you are not an American, if I were in your place I would certainly put them in their place; I would go to the President and tell them they can't do that to us. They have already taken our boy from the high school; we were going to send him to college. Yet, what have they done? They have sent him to the desert - Rome.

And what do they do to him/ they are actually starving him." And the fellow has been in the last war and he knows at least we got a lot of beans in the last and we don't even get that this time. But he knows regardless of how bad, according to them, the chow is there is always food there; that is, if you get in line in time. So, she stays up all night; he is the only son she has, so she prepared oatmeal cookies and other cookies and makes him some candy out of Borden's condensed milk - by the way, I don't work for Borden's; I mentioned Borden's name twice. And the very next day she makes a package and goes to the Post Office and send it Air Mail to Rome. On the way home she passes a drug store where the man is the city politician and she goes in there with fire in her eyes and she says, "I have a bone to pick with you. You told me to vote for such and such a congressman; just look what he has done to my son. Read this letter." And the poor druggist hasn't heard from that congressman since he went to Congress. So he thinks this is a good chance to write to him and say, "Well, how about it. Do something about it." Thinking the Congressman will write, saying, "Dear Joe: I received your letter and I am very happy to hear from you and with good wishes and I haven't forgotten all the things you have done for me in the past." And that is all he wants; he doesn't care whether the letter gets any results or not, so the Congressman gets the letter you get the hell. The Army gets the hell because the Congressman calls up the Chief of Staff or maybe the Secretary of War and finally it gets up to General Larkin's Office, and you try and convince that Mother that they do not get treated so bad as that. And you talk to the boy and say, "Why did you do it?" And the boy is an American - the American boys usually don't lie - and he says, "Well, I was missing my Mom's cooking. I thought if I write that letter she would send me some cookies." And he was right. I can assure you, gentlemen, that eight out of the ten gripes come in such a manner. But there are still two justifiable gripes left that we can correct. Right in the heart of Europe I have gone places where I have found the most excellent messes that you can find anywhere. It hasn't been excellent everywhere but some of the places and I have tried to analyze what the answer is. In that certain locality the food is good and I have talked to GIs and I have talked to the cooks and I have talked to the mess sergeants and the answer is obvious and it is identically the same whether it is in Berlin, Bremerhaven, Mannheim, Stuttgart, Vienna, Rome or anyplace in Italy or in France. The answer is this gentlemen that because the mess officer expects the old man to drop in on him any moment, because the mess sergeant expects the mess officer to drop in on him any time, because the cooks find out that this mess sergeant means business, that they have to be on the job. They have undertaken a job and they must do a good job of it. The answer is the same. So you see after analyzing the whole thing, the food situation does not start from the bottom, it starts from the top down, and believe it or not you are in a position that is closest to the top. You're the man that is responsible and I know your situation, that's why I am going to try to make a few more recommendations.

That I think the food supervisors should be given a free hand to go and inspect kitchens wherever and whenever it is possible, and I think that you should be allowed to go right to the top. Tell them just exactly what is wrong. I know how difficult it is. You cannot make coffee with two pounds and twenty gallons. And the army doesn't want you to do that. Our Army had a great deal of difficulties over there in teaching the boys in other matters also. For instance, our boys who went overseas do not have the facilities as they do have over here, where they can go to any ice cream parlors or any restaurant and buy anything that they wanted if they had the money. Those boys over there were actually forced to eat in our - what do you call those places - snack bars. I think they are wonderful morale building things, but we must see that those snack bars are operated in such a manner that they were designed to be, that when we give them a hamburger sandwich we should see that there is enough meat; if we give them a piece of pastry we see that there is enough pastry instead of allowing his lieutenant or a major or a captain who is in charge to show to his commanding officer that he is a smart guy and he can make a lot of money. I ran into a case like that right in Italy, where a lieutenant was bragging about the fact that he was making more money and that he was able to buy stuff outside, yet on the other hand he was charging in the bars .40 cents for each drink. Hell, he can come to Omar Khayyam's and I will give him for .50 cents the finest drink he has ever had. And he is not there to make money; he is there as an accomodation to our boys. Those are the things that should be stopped and I know you are the right men to know about it. That is why it is helpful for an outsider to go in there once in awhile and check in on them and I think that the Army from the top down should be congratulated for the fact that with all the criticism that they get from us, from men like me who has all the interests, yet but when it comes to be a reality all he does is criticize. It isn't right. I think we should congratulate and give the credit where it is due, and I think the Army deserves a great deal of credit. I think you are doing a perfect job; I think you should be complimented for the job you are doing, but you can learn a great deal. And we, the civilians, who have come to you ready and willing to give everything that we have learned in the hard way, you should take advantage of it. You should take advantage of our experience. I can assure you that I didn't make that million in restaurant business just by being manager. I worked very hard. I worked just as hard as any of you. When I came to America I had heard so much about America being the land of opportunity, about America where you could walk around the sidewalks and pick up dollar bills. For two weeks I walked from one side of the street to the other and I couldn't even pick up a copper so I had to go to work. And I got the big sum of \$12.00 a week - 7 at night and 7 in the morning and every other Sunday off, and it wasn't long that the boss saw I was a good worker and he gave me a dollar extra, \$13.00 a week. When I had heard that at some place else where they were paying \$15.00, I told him he gave me \$14.00, but I liked the dollar

more so I quit and went to work for Clinton for \$15.00 and believe it or not America is the type of country, the kind of country, that they don't keep anybody down who is willing to work and who is willing to do the right thing. Before long I even left that wonderful man, Mr. Clinton, and went to work for ----- for \$18.00 a week. Well, it wasn't long before I knew that I had decided that I had a talent to cook and that the cooks were making pretty good money in those days and as a proud cook I was making \$36.00 a week and my meals, and yet the office men were making \$80 and \$90 a month. So the years went by and I was making \$75 a week, and when I had saved enough money I had come to the conclusion that America needed the kind of cuisine that our country is made of. I wonder how many of you here know that our cuisines could excell any cuisine that the world has ever seen. Why in the devil we should take second place to a French cuisine, Italian Cuisine, or Armenian Cuisine, or any other cuisine. After all we are a melting pot; we have made the greatest nation in the world by combining all those peoples together. Now why can't we do the same thing with the food? What do you know about American cooking besides ham and eggs and hot cakes? But I can assure you that the American cuisine right now can excell anything the world has ever seen, because we have every facility ; we have everything in the world to work with, except that we do not use, we keep dormant, that heritage that is given to us, the ingenuity, and if we get all those foods and get the ideas from them and combine it into one and call it American cuisine, I can assure that some of those fellows that come from overseas and gripe about the American cooking; that they don't get good food in Washington they will know that the food in Washington someday will be just as good, if not better, than any place else. I was able to prove that to the world. Two years ago I was given the great honor of my life when I was chosen by America, by my country, to head the serving of the food at the United Nations Conference. Again that was a job that I accepted on one condition - that Mr. _____ wouldn't even offer me any money. And he smiled and I smiled and I had to explain to him just as I did to you - why I would do the job. I lost 40 pounds during my Army trip and I assure you I am very grateful for that, because I am overweight another 30 pounds. I hope Colonel Hastings and General Larkin will think of sending me some place else so I can take that 30 off too. But during the conference in 9 weeks I lost 36 pounds, but if you only knew the satisfaction that I was able to get and I knew we had the representatives of 52 different national groups that had come to America as our guests who were going to go back home and judge all of the America with the few that they were coming in contact with. I had 1500 of the finest ladies in America. They were the members of AWVS who came and offered their services free of charge. Some of those ladies live in the same apartment house as I do where they have four to five servants at home. Yet those ladies used to come once a week and wash dishes, dry dishes and-----because everyone of them realized that by fate they were chosen to act as host and hostess for Uncle Sam, and I can assure you that they did such a wonderful job that you can all be proud of them. And the reason that we were able to give them everything that they wanted because we felt and we realized the importance of our assignment. Can you imagine a

Hindu coming and saying to you that "I cannot eat out of the same pot". That Hindu delegations came and had his Korean rice right in a pot that it was cooked in a separate pot. Sometimes if they went out I went out and took the rice from the other pot and put it in their pot, but that's beside the point; but the fact was that I was willing to do it and I did it. The same thing applies to the Arabs. They don't like baked Pork or Ham - I love it. But as you know, they think that the pork is not the right thing to eat; that is their understanding. I could not insult these guests by urging to give them pork, so I had to give them some of their -----, some of their stews, some of their ---- dishes and until today they have not forgotten; until today they talk about the food they received here. And I don't know whether you realize it or not gentlemen that you are the motors, you are the builders of that cuisine of America. It is the men that you have under you who are coming out into civilian life who are going into our restaurants and our hotels who are going to become the future cooks of America. We don't have very many good cooks left; they are all dying out and thanks to some of our --- of operating things when we do not believe in situations; so the old-timers are dying out and the new ones are not coming. So you see you have a service to perform for your country also. By taking enough interest yourself and seeing to it that those boys are properly trained. Now, how can we train them - very simple. First of all don't get rid of any boys that you don't want around by sending them to the cooking schools. Send someone that you know will come and serve you and serve the boys for at least a year. Send them to the Cooks' and Bakers' Schools that I think if they get the knowledge - the actual knowledge - they get in cooking schools and they go into their kitchens and work with the rest of the cooks and take enough interest you won't have any difficulty. I was at Darmstadt when they were building the cooking schools. I tell you, gentlemen, nothing in the world has given me a greater pride than to see that the American boys are I know Cobb, I know Buckley, and General Boone and all the rest of the Quartermaster outfit in Europe. They built one of the finest cooks and bakers schools you will find anywhere. They took this broken down kasseine that was a former cavalry outfit out of the troughs, out of the places where the horses and everybody also stayed. They made the most magnificent kitchen; they made the most magnificent coffee urns and steam tables right in their shop. They made the most magnificent playgrounds, enclosed sport areas that you would say, "Good for you." And I am happy that I was one of the first ones that was able to pass on all the graduation classes that had come from all over the country. The opportunity is there; you must grasp it. You must see to it that you take advantage of them. And, gentlemen, take my word, if you are a Regular Army officer take pride in the fact that you are working on the most important assignment, and if you know that someday you are going into the civilian life you remember that there is a wonderful position waiting for you. If you only know what we pay for the cooks, the man which is called a cook, we pay at least \$12.00 a day

for 7 1/2 hours work. Yet a good cook we pay from \$500 to \$1,000 a month. And that is something to look forward to, and when you come out there and go into business for your own, it is the most interesting business in the world. You meet people; you learn a great deal. The first thing you know you will do the crazy things like I have done. Just thru sheer cooking, gentlemen, I have become an author, believe it or not. I write articles and they pay me very well. I have written for magazines, such as Reader's Digest. I have written a book and one of the best publishing companies, Viking Press, has published it. I have another one coming. By the way, it is called "Strickly from Hunger." Look for it, will you? I have lot of ranches; I have lot of apartment houses; I haven't done so bad. And I have done that from sheer cooking. So you see you shouldn't be ashamed of it; you should take pride in it. You should take pride in it because you are the men who are going to prove that really Army marches on its stomach; that you must prove that the American Army is not only theoretically the best fed Army, but in reality is the best fed Army. And you were the vanguards to see to it that it was done so. Thank you very much. I know, gentlemen, that I did not cover one-tenth of the things that you want to hear, so I would very much like if there is anything that you would like to hear, I will be more than glad to answer all the questions that you have. But there was one very important point that I forgot to tell you, and it was the way that we operated in Europe. I would like to have you do the same thing in your outfits when you go back there. Wherever I arrived - in a region or a city, or a certain section, I immediately called upon the commanding officer and I asked him and told him that I would like very much to have everybody that was connected with the food from the cooks to the bakers and the sergeants and the supply officers and the Quartermasters and everybody else got into one room - an auditorium- and I spoke to them. And I want them to come back to me with all their gripes, with all their problems. I was supposed to be an Expert Consultant and I was supposed to have all the answers. Fortunately, I had enough seasoned men with me - for instance, I had Colonel Buckley, and I had Quartermaster Officers and I had everybody that was involved in food - where I could not answer the questions that were put up to me, I depended on them to do it. And it worked very fine. I tell you why it works fine. You can do this same thing in your office. You call everybody and you ask them what their problems are. One of them will come up with his problem and will say, "Well, I am not having good luck with my coffee. And I think the coffee is not roasted right." So you have an answer. You say, "Well, probably you put it in the oven and roasted it a little longer", or whatever your answer is. But, you see, it may be the problem of this man at that moment, but you can never tell - probably in two weeks - it will become the problem of the other fellow that is in the same room. So by giving him the answer you will actually solve the problem of the other fellow who will be confronted. And you have no idea how much derive from those people who are actually putting out food with their not only gripes and

suggestions. Yesterday, Colonel Robinson made a remark about the No. 10 cans, about the dishwashing. It is true that I do not have No. 10 cans and I do not allow my patrons to go up and fill up their garbage into those cans because I wouldn't be in business if I did. But you are not scared of that because the boys have to come and eat with you anyway. But, believe it or not, my best friends in my outfit are not my managers, are not my office staff; they are not my chefs. My best friends in restaurants are my dishwashers, because they are the ones who see what goes into the garbage can; because that alone is the best barometer to know what they like and what they don't like. And that is how you can watch them and actually talk to the boys and say, "Boys, now there must be a reason - why is it they don't like carrots. There must be a reason." I found a reason that it was given too much to them. But if we can convince them that carrots are good for the eyes, especially if you are a flier. That is what they tell me; I don't fly very much, except when they send me overseas. Maybe they would even give me a boat, but they said you get on the plane and go over there. I had never flown before. So you can imagine my embarrassment and I was too cocksure about it, I couldn't tell them I was scared and I am glad they sent me, now I fly all over and I'm not scared and I don't eat carrots either. You see it is those little things that mean a great deal. It gives you sort of a family group. Your men, corporals, sergeants, lieutenants, captains, they like the idea that you colonels, you mess officers, you food school supervisors are getting together - putting heads together - and trying to find each others problem and help each other. That gives that cooperated spirit which lacks in our organizations, and let's strive for it and I am sure we all will get where we are headed. Now any questions, please? Don't you fellows have any problems at all? This really gives me a great pride, speaking to such a perfect group. You do not have any problems at all?

FROM THE FLOOR

The greatest problem we have is with equipment.

MR. MARDIKIAN

Food Service Consultant
I agree with you there.

FROM THE FLOOR

We don't have broilers and we don't have steam tables, pressure cookers and bake ovens. What we need is something to prepare this food with.

MR. MARDIKIAN

Food Service Consultant

I think it will be a little too much for the Army to expect to supply everybody with broilers. It is very, very difficult, as we know. But I have worked with some of your Army equipment, for instance, those field ranges that you had during war time in most of the Mediterranean Theater they were using nothing but that. I do believe that those things are almost perfect; in fact, they do everything but talk. In many places where I have gone they don't have the parts for the units, and they cannot work them so you are absolutely just stymied - you can not do anything unless you have the tools to work with. But it isn't so, if I am not mistaken, in this country. You have a lot of static bakeries the same as we have in Germany, in France, or in Austria, where there are some equipment in there which we have captured from the Germans that is far superior to anything that we have. That is why I would like to bring this matter up - that it must be the job of all of you, and especially our General Larkin, to see that the food program gets priority over everything. That's where the priority comes in. If you need a steam table, you should not be forced to wait three months to get it, and I have seen outfits where they have been waiting six months to get a steam table and I don't know what the answer is. I am not an Army man to decide it for you but I know that those people have been told and if you keep on pounding that this thing should be taken into consideration, I am sure that General Eisenhower and General Larkin will come forward with an idea which will stop this. But I am sure the day will come when we will have better equipment to work with. As you know, during the war we did nothing but build tanks and airplanes and other equipment where we could not put our efforts into the cooking utensils. I can assure you that within a year you will see the most revolutionary equipment that you have seen anywhere, and I am sure that the Army will be able to work with. Does that answer your question?

FROM THE FLOOR

Can you tell us anything about this radar equipment?

MR. MARDIKIAN

Food Service Consultant

I am sorry that I cannot say very much about it. In the first place, I have seen some of it; it does not come to my expectation because it is not eye-appealing. For instance, when they broil the steak, the steak does not look like it is cooked. It is cooked allright but it doesn't show it. That's where I step out, and whoever wants to eat radar steak is welcome to it.

FROM THE FLOOR

How long do you think it will take to make a good Army cook?

MR. MARDIKIAN

Food Service Consultant

I think if the man has the stuff in him, with three months of food cooking experience in the school and about three to six months actual working in your kitchen, within 9 months to a year you will have a good cook.

FROM THE FLOOR

What, in your opinion, is the equipment required for say a 200 man mess?

MR. MARDIKIAN

Food Service Consultant

Well, first of all, you need a steam table, because of our way of doing things, we have to teach them in such a short time that we must have them, and then because of our way of serving food - balanced diet. For instance, we want to see our boys get milk, we want to see our boys get coffee; we want to see them get cereal; and I am a great believer that eventually you will come to a point where you must give the boys a choice of two or three items for breakfast. You have the griddle where you fry your eggs. What is the difference whether you fry eggs or you throw a spoonful of corned beef hash on it. I think they should be given a choice. For instance, I am absolutely opposed to the idea that in the morning they can have hot cakes or nothing else, or eggs or nothing else. I know a lot of people don't like eggs; they can't eat eggs. I know a lot of people that can't eat hot cakes, so why punish them? Because the cooking is the same thing it doesn't take very much more room than it does for that, everybody doesn't eat cakes and everybody doesn't eat eggs, but if you have those two or three items where they can have only that, or this and that, or whatever you want to decide. Maybe you are going to give them french toast; maybe you give them some - I don't know - kippered herring. Why not? But those are the things that you have to think about when you have to use your ingenuity and your imagination, and I am sure that your higher ups will actually back you up because as I said from the beginning, I have never seen a group to be as food-minded as the group that are in force today. I spoke to General Eisenhower personally and was very grateful for the fact that he gave me a luncheon upon my return and I spoke to the whole Chief of Staff - now when you go into the personal lives of some of the great men in the world, you will find that there is a hidden desire to cook (and this is a secret; please do not tell anybody. I hope that machine is closed.) Even General Eisenhower likes to cook. He told me that one of his favorite recipes was Potato Salad and the other was a vegetable soup. And I was sitting next to him and I said, "General, will you give me the recipe for Potato Salad."

"Well, he said, it will take me two days to make it out and more than two days to find out what it is all about." So, we skipped that. But I sent him my cook book with the recipe of my Potato Salad, which I think has been an amusing story; I must tell you about it. When I first came to America, I took one of those long trains that took you to San Francisco from New York; it was very short - eight days - and not being able to speak English they used to give me the menu in the dining room and the only thing I could make out on the menu was potato salad, because it is the same thing in Armenian "Potato Salada", so I pointed to the potato salad and ate potato salad twice day for eight days. And it was terrible potato salad, and I am happy that if one of the railroad representatives is here they have remedied it since, because I haven't eaten potato salad on the train since then. But I made up my mind that some day when I had my own restaurants I was going to serve the best potato salad and you know, to satisfy myself, believe it or not, my chain of sandwich shops in San Francisco, called Chestnut Tree, when you go there you get a free scoop of potato salad - I am just getting even with that railroad company. Does that answer your question?

FROM THE FLOOR

As far as the steam table is concerned.

MR. MARDIKIAN Food Service Consultant

With the steam table you need roasters, because the Army roasts well, and those things are very very good roasters. What kind of unit do you use? Static, or do you use those field ranges?

FROM THE FLOOR

Static.

MR. MARDIKIAN Food Service Consultant

All right, then you need for 200 men at least from two to three oven ranges. You need pretty good size range for frying your food-stuffs; you need a lot of pots and pans which the Army gives you more than ample of them. I have never seen anywhere where they are short of them. You need some frying pans if you want to make some special dish once in a while. But you don't have to have it, because the griddles serve that for you - for all your purposes. But if you want to make some fancy omlets and sauces and everything like that, you must have them. I think that one of the most important factors is this: That in the American form of cooking we have no reason to go back to the old country way of cooking. We should not depend on the sauces and seasonings in order to get the best of foods, because the Army buys the best of food, so why camouflage them?

Those sauces and the seasonings are the outcome of actually camouflaging spoiled foods, and we have no reason. I have a gripe I must tell you my gripe. My gripe is your condiment kits. I think that somebody sold a bill of goods to the Army. You get ten or twelve cans of baking powder; you get (Oh, what was that awful seasoning I found in Germany?) nutmeg. Do you know I found those German cooks even putting nutmeg in soups, and I asked everyone of them, "What is this seasoning?" They said, "Oh, no, no seasoning at all." Yet I found that they had so many of them on the shelf that they were just for the fun of it putting it in the soup. So I think the less we have of those the better off we will be. I would like to see a kitchen just have some pepper, salt, paprika, and probably bay leaves, and probably some garlic...you don't have to have that, in my restaurants I never use garlic. I have found other ways in which I will give you the flavor of garlic and not the taste nor the after-effect, because that is what counts. Serving professional people, it is my job to see that they are not embarrassed with their friends. And in serving an actor or actress, it is a hell of a thing to kiss somebody and give them that garlic breath, and I am not going to be the man to do it. But, there is a seasoning called "Origanon", which for 5 cents you can buy it from your pocket; don't let the Army go a buy "Origanon". And with a little Sherry wine and a little onion, you can marinate any meat and broil it or fry it and you will get the best garlic flavor you have ever seen. You know, I have been one of the greatest admirers of those boys - of you - who have so little to work with and yet so much to do. For instance, overseas they weren't getting oils to make dressings. How can they make dressings? They weren't getting shortening, but there is a source of shortening in lamb and everything else. You can actually take those fats and render them down by grinding and then throw a carrot or a piece of celery in there and that throws all the heavy aroma, and there you have a very fine shortening. And that is what the boys were doing; that is why I admired them so much. For instance, you come into the restaurant of Omar Khuyyan and for five years people used to say that man is the smartest man I have ever seen. That is one restaurant that you can go and get oodles and oodles of dressing on top of your raw spinach salad, without realizing that I never used one ounce of oil, because we go back right to the same place where we started, the necessity is the mother of all inventions. When I found out that I could not get it, naturally I had to create a dressing. I could not lose 1500 percent profit on an item, so I got some canned milk or fresh milk and brought it to a boil, squeezed a lemon in it and turned it to sour, then beat it up well when it is nice and cold added some catsup and Worcestershire Sauce and a little of that famous mustard that you have - powdered mustard - and you have the most delicious dressing you have ever seen, and everybody will think it was the famous dressing that was created in San Francisco. With a little imagination and a little effort you can do a great many things. Now coming back to your cooking utensils, etc.

You must learn, and everybody must learn, that you must have a big stock of them. And if I am not mistaken the Army procurement is giving you all sorts of carcass meats. That stock should be going at all times, but don't turn the stock pot into a garbage can. I have seen fellows break the eggs and throw them right in there because some Greek restauranter has told them that it clarifies the thing. It is all right - one eggshell - but don't throw 120 eggshells in at one time. That is your basic food - with that you can do so many things. You can make soups; you can make a great many items. For instance, I ran into a great many officers, especially COs that were from Missouri, than anybody else, I don't mean literally from Missouri but they were the fellows that said, "Well, you've got to show it to me." When I tell them that the food is there and everything else, believe it or not, not on one occasion but fifty occasions I had to roll my sleeves up and go to work and actually cook for a company of 300 or 200 in order to prove that can be done. And one of them didn't like rice at all. He said, "We have been getting substitute rice over here; potatoes are frozen. What in the hell can you do with rice? Fellows, forget that I have made thousands upon thousands of dollars cooking rice. I call it "Pelot." Again I am counter-acting one of my colleagues statements: "don't change the names." Those names are important, gentlemen, because I don't want to get into a controversy, as I said we all have certain vanity. I have seen many instances where a fellow would come into my restaurant and say, "Bring me some of those roast shanks of lamb (he has a party of six). He says would us six" "and he sticks his chest out and some of the others are wondering: "Gee, that guy must be a linguist." He knows what to ask for." The same thing with Pelops, the same thing with the aroma and all. It takes little of those things to make glamour. You have to put glamour in everything that you do. And with this fellow, I cooked him rice - and he said he never ate rice. Well, he ate every kernel of it because the rice was tasty; because it wasn't just thrown in front of him. Another man hated an actual fish because Americans do not like broiled or baked fish. Let's not kid ourselves. If you give them some good fried, brown fish, well-cooked, they all will eat it. I am sure I would eat it and I am sure you would too. Thank you very much, gentlemen.

CAPT. DENVER I. ALLEN

I am very glad to have this opportunity to discuss with you Food Service people the interests of the Medical Department in troop feeding. By clearly delineating these interests and responsibilities I hope that we will be able to further even the present close cooperation that exists between Food Service and the Medical Department personnel on these problems which are of mutual interest to the Quartermaster Corps and the Medical Department.

You are all aware of the fact that The Surgeon General is charged by Army Regulations with the responsibility of maintaining the health of the Army. With this responsibility in mind, it is readily evident that the food consumed by the Army is extremely important to the Medical Department. The healthy soldier must have a ration that is nutritionally adequate in every respect if he is to remain at the peak in health and efficiency, and the sick or wounded soldier must receive food that will result in his return to a duty status as quickly as possible.

Technically then, The Quartermaster General is charged with feeding the Army and The Surgeon General with maintenance of its health. In the case of food, these Services have a mutual interest, overlapping, so to speak, in many aspects. There have, in fact, been innumerable instances in which minor disagreements and misunderstandings arose as to just which Service was responsible for some minor aspect of this huge over-all problem of troop feeding. The heartening aspect, however, is that most of these disagreements have resulted from over-zealousness of personnel trying to get the job done rather than from anyone trying to "pass the buck" or get out from under some particularly difficult task. With the reduction in the size of the Army, and conscientious efforts on the part of all of us to thoroughly acquaint ourselves with each others duties and problems, there is no reason for even these minor difficulties to occur in the future. Also because of the reduction of the Army, all of us have been obligated to assume so many additional duties that it becomes all the more necessary that we be cognizant of the entire overall problem of troop feeding in order to perform the task most efficiently and completely.

With these broad interests and aspects in mind, let us consider the more detailed interests and duties of the various branches of the Office of The Surgeon General which are concerned with troop feeding. There are four different Divisions in SGO each concerned with one or more aspects of the problem. Two of these, the Veterinary Division and the Preventive Medicine Division, are primarily concerned with those aspects of Army feeding pertaining to maintenance of health, while the Hospital Division and the Dietetic Consultants Division are concerned to a larger extent with the rehabilitation of the sick and wounded

soldier.

As I've said before the Medical Department is extremely interested in the soldier's food - its quality, its wholesomeness, and its nutritive qualities. The foods of animal origin are of particular concern. These foods are by far the most acceptable and most nourishing components of the ration. They are also the most expensive, their cost totaling approximately two-thirds of the cost of the entire ration. Significantly, as a class, they are also the most perishable, the most susceptible to harmful bacterial contamination, and the most likely to be the bearers of food borne diseases and intoxications. The country, and the Army in particular, have been cognizant of the dangers and problems in connection with producing and using these foods since the food borne epidemics and the embalmed beef scandals of Spanish American War days.

It is for this reason that the Medical Department's Veterinary Corps - a highly specialized, professionally qualified, and technically trained organization is charged with the inspection of all foods of animal origin. This activity required approximately 85 percent of the time of the 2,200 officers and 5,000 enlisted technicians in the veterinary service during World War II.

There are two primary objectives in inspecting subsistence, both essential to the health and well being of troops.

The first objective is to protect the health of troops against diseases of animals transmissible to men direct or through food as well as other diseases and intoxications transmissible through spoiled, damaged, or contaminated foodstuffs. This is a Medical Department activity and is accomplished by conducting such sanitary inspection of products prior to purchase, at time of purchase, and subsequent to purchase as are necessary to insure that no diseased, decomposed, unclean, or otherwise deleterious food is procured for, issued to, or consumed by troops.

The second objective, also of primary importance is to protect the financial interest of the government. This a procurement and distribution activity and is accomplished by first conducting such inspections as are necessary prior to and at time of purchase to insure that all subsistence procured is of the basic quality, i.e., type, class, grade, etc., prescribed by applicable specifications and set forth in the purchase instrument. Secondly, by conducting such inspections subsequent to purchase as are necessary to insure that all products are properly transported, warehoused, rotated, and handled to the end that no unnecessary deterioration occurs.

Inspection is a command responsibility. The Medical Department is charged with the responsibility of conducting those inspections

pertaining to medical activities just as it is a quartermaster responsibility to see that inspections pertaining to quartermaster activity are accomplished. The veterinary service, as previously indicated, is charged by army regulations with making all inspections pertaining to foods of animal origin up to and including the time at which such foods are issued to the using organization, and such other inspections as may be directed by competent authority. In conducting these inspections the veterinary service functions in an advisory capacity, submitting such recommendations as are determined pertinent to the commanding officer, quartermaster, or surgeon directly concerned.

Foods of animal origin are defined as meats and meat foods; poultry, eggs and other poultry products; milk and all dairy products; fish and other seafoods; lard and other cooking oils. The veterinary service is responsible for the inspection prior to and during the time of manufacture of such foods whether fresh, frozen, cured, canned, or otherwise processed - such inspections being continuous until the food reaches the ultimate consumer.

To accomplish this task the veterinary food inspection service of the Medical Department is organized and administered in a manner somewhat paralleling the quartermaster program for procuring, storing, and issuing foods of animal origin. Veterinary officers and enlisted veterinary technicians are assigned to Class I, II, and III stations and stationed where their efforts will best serve the overall inspection program. In general, the chief of the Veterinary Division under the direction of The Surgeon General exercises technical supervision over all inspections. The Veterinarian at Field Headquarters, Quartermaster Market Center, Chicago, representing The Surgeon General, and working under The Quartermaster General, coordinates the procurement inspection of all perishable foods of animal origin. In each of the six army areas and the overseas theaters, the army or theater veterinarian coordinates all inspection activity within his respective area. To insure standard procedure and uniformity in results on a nation wide basis, especially selected and qualified veterinary officers under the direct supervision of The Surgeon General, serve as veterinary consultants on food inspection matters. In addition, they conduct periodic inspection field trips when indicated and are available to investigate any reported inequities and give assistance and instructions where needed.

In addition to this inspection service, a Medical Department laboratory is maintained in each of the six army areas, the overseas theaters, and at the Army Medical Center. These laboratories are equipped and staffed to render complete medical and veterinary laboratory service and one of their missions is to supplement and confirm the organoleptic examinations conducted by veterinary food inspectors and to render any type of food analysis these inspectors may require in determining the quality and purity of food.

The Surgeon General, through the veterinary service, is also directly interested in food conservation. Members of this agency, serving as professional technical advisors to the various responsible quartermasters and surgeons, conduct a continuing inspection of all foods of animal origin while in warehouses, cold storage plants, on ships and on piers to detect signs of early deterioration and practices which may lead to damage, deterioration, or contamination.

The surgeon as well as the quartermaster is interested in the economical and safe disposal of damaged, deteriorated, and contaminated foods. Here again the veterinary service is available for supply technical guidance.

This veterinary inspection of food supplies of animal origin and the establishments producing these perishable foods is the basic step of the general sanitary supervision maintained by the Medical Department over food supplies. The veterinary service performs all necessary inspections to include the point of issue to troops. Supervision of company kitchens, messes, refrigerators, restaurants, eating places and of food supplies from the time of issue until consumed are duties which pertain more specifically to the general sanitary service of the Medical Department than to the technical functioning of the veterinary service. Veterinary officers, however, because of their training and knowledge of food inspection may be required to perform this supervision and they are normally called for consultation by the surgeon, mess officer, or quartermaster officer anytime when problems concerning foods of animal origin are involved.

What does this all mean so far as the food service program is concerned?

First, this system of inspection assures that all foods of animal origin purchased by the Army are produced in establishments maintaining approved standards of sanitation.

Second, it assures that all such foods are sound and of the quality specified at time of acceptance by the government.

Third, it assures that such foods are wholesome and satisfactory for human consumption at time of issue.

Fourth, it contributes materially to food conservation both in quality and in quantity by encouraging and facilitating proper storage and handling procedures, thereby avoiding unnecessary deterioration and the resultant loss of quality and reduced palatability in the end product.

Fifth, the continuation of the sanitary aspects of this inspection into the mess hall by the unit surgeon or his representative is to assure

that foods are prepared and served to the soldier under proper sanitary standards.

The effectiveness of this system of inspection is attested by the fact that no serious widespread outbreak of disease traceable to the issue of unwholesome meat, meat food, and dairy products has occurred among troops in the past several years. Such food poisoning outbreaks as have been experienced are almost invariably due to the improper handling or treatment of foods after they have been received by the using organization. Herein lies a mutual problem.

The development of the food service program and the close cooperation of Food Service and Medical Department personnel has facilitated the maintenance of high sanitary standards, improved the quality of food as served, and ameliorated many of the mutual problems of the Quartermaster Corps and the Medical Department.

A point to bear in mind is that an assigned or attending veterinary officer is available at practically all stations for consultation on problems involving foods of animal origin. In his absence such matters should be referred to the surgeon.

The Nutrition Branch of the Preventive Medicine Division, like the Veterinary Division, is primarily concerned with feeding healthy troops. In this respect, it parallels one interest of your Food Service - that of providing a ration that will maintain the healthy soldier at peak efficiency and physical fitness.

This brings up a point that is often confused by many people, even including some fairly high ranking Medical Corps officers. I refer, of course, to the responsibility of troop feeding. No one questions that one of The Quartermaster General's many responsibilities is to provide the soldier, whether healthy, sick or wounded, with his daily ration of food. The opinion has therefore been expressed that since this is so clearly a Quartermaster function that it logically follows that The Surgeon General has no responsibility whatsoever in the feeding of a soldier as long as he is healthy. We of the Preventive Medicine Division cannot agree that this conclusion is valid. The Surgeon General is still charged with the responsibility for the health of the Army and this responsibility includes all phases of preventive medicine which aid in the maintenance of the soldier in a healthy status. Nutrition is unquestionably an important branch of preventive medicine since nutritional deficiency diseases are so definitely not present when an adequate diet is fed.

Let us consider for a moment what would or could possibly develop as a result of assuming that there was no medical supervision in normal nutrition, i. e., feeding healthy troops. While not likely to result in symptoms of gross malnutrition, it is entirely possible that such a

course could result in the development of subclinical deficiencies that would detract from the efficiency and physical conditions of individual soldiers. The dangerous fact in this case would be that these deficiencies, by the very fact that they were not clearly evident, would therefore be the harder to diagnose and treat.

No one can question the interest of every officer in our Army, regardless of what little insignia he wears on his collar, in maintaining the Army at the highest possible peak in efficiency and physical well being at all times. We spend tremendous sums of money to buy the individual G.I. the best of equipment, devote countless hours in training him to be near perfect in his job, and give him the lion's share of our countries choice food. By properly coordinating and cooperating on this latter factor the Quartermaster Corps and the Medical Department can feel sure that the occasion will never arise where that old adage about "locking the barn door after the horse is stolen" can be applied to the nutritional status of our Army. It will continue, as it has in the past, to be the best fed Army in the world.

During the war years there were approximately 180 Sanitary Corps Nutritionists in the Army. These officers were eminently qualified to aid in maintaining the optimum nutritional status of the Army. All were college graduates in the speciality of nutrition or allied subjects. A higher percentage were PhD's than any other group in the Army. They were assigned to all levels of command from the top down to posts, bases, and units of 10,000 troops. Their prime duty was to endeavor to maintain a high level of nutrition in the troops of their organization at all times and under all conditions. This was normally achieved through advice and cooperation with the Quartermaster Corps. In a few cases, some had to resort to unique or ingenious means to accomplish the objective.

As the war progressed, the War Department eventually got around to outlining the duties of the Nutritionist in Army Regulations. Essentially these are as follows:

1. Make recommendations concerning an adequate nutrition program within the command.
2. Determine the nutritional adequacy of menus and of the ration as consumed, ascertain their conformance to prescribed nutrition standards, and make appropriate recommendations when a ration fails to meet such tests.
3. Advise and cooperate with the Quartermaster Corps to secure and maintain nutritional adequacy of the ration and to preserve nutritional quality of the food under the various conditions of Military Service.
4. Determine when indicated, through nutritional surveys, the nutritional state of the troops and/or civilian personnel under military control.

5. Advise and cooperate with mess supervisors and mess officers in the technical supervision of food and feeding as it affects the nutrition of troops.

6. Assist in the instruction of officers and enlisted men in the fundamentals of nutrition and food composition.

Coincident with demobilization after VJ Day, a tremendous reduction in the number of nutritionists has occurred. At present we are able to assign these specialists to only the highest levels of command such as the Office of The Surgeon General, Major theater headquarters and Army Area Headquarters. Even those are not completely staffed due to one reason or another. This makes it mandatory that more and more, cooperation and advice with the Quartermaster Corps will have to occur at War Department level. I can assure you however, that wherever a nutritionist is available he stands ready and willing to aid the Food Service Program in any and every way possible.

The Dietetic Consultants and Hospital Divisions are primarily concerned with food service in hospitals, and particularly as it pertains to the rehabilitation of the sick and wounded soldier.

When Circular 50 was first published it was immediately evident that clarification of responsibilities of the Food Service Supervisor and the Commanding Officer of hospitals was necessary. To this end, the entire standing operating procedure of hospital feeding has been revised in SGO Circular 70 and 84, dated 3 June and 25 June 1947 respectively. Under the provisions of these circulars, the Chief of the Dietetic Consultants Division, Office of The Surgeon General, is designated as the Hospital Food Service Supervisor and is directly responsible to The Surgeon General for the operation of the Food Service Program in all installations under the jurisdiction of The Surgeon General.

At the General Hospital level the Chief Dietitian is designated as the Hospital Food Service Supervisor, in addition to her other duties, and in those cases where the Hospitals are independently located, she is designated the Post Food Service Supervisor. Where the hospital is a part of another installation which has a Post Food Service Supervisor, then the Hospital Food Service Supervisor functions only in the hospital and cooperates with Post Food Service Supervisor on all matters of mutual concern. The Chief Dietitian or Hospital Food Service Supervisor whichever she is known by, is directly responsible to the Commanding Officer of the hospital both for the Food Service Program in the hospital and for operation of the hospital mess. Her duties as Hospital Food Service Supervisor are similar to those outlined in War Department Circular 50. Dietitians now on duty in General Hospitals all hold Bachelor's degrees from approved colleges and universities in Food and Nutrition or institution management. In addition they have a minimum of three years actual experience in supervision of food preparation and service, and thus meet

fully the qualifications specified in Circular 50 for the MOS, Food Service Supervisor, SSN 4114.

As Food Service Supervisor in the hospital the Chief Dietitian is responsible for:

1. Supervision and direction of the hospital Food Service Program.
2. Establishing policies and procedures to provide efficient operation of hospital messes and all related hospital Food Service activities.
3. Nutritionally adequate menus for all individuals subsisting in hospital messes and maintenance as highest as possible standards of food preparation.
4. Control of food waste.
5. Coordinating Ward Food Service procedures with the Chief Nurse.
6. Consolidation of requisitions from all hospital messes and selection and ordering of food supplies.
7. Inspection and acceptance of food delivered to control mess storeroom.
8. Proper operation of hospital central butcher and pastry shops.
9. Proper utilization of operating personnel through assignments to positions for which they are best qualified by training and experience.
10. Maintenance of highest possible personnel morale among mess personnel.
11. Establishment of uniform job description, job analysis and work schedules.
12. Development of long range continuous hospital food service training program.
13. Submission of requisitions to the hospital administration for mess equipment and supplies.
14. Maintenance of highest possible standard of cleanliness and sanitation in conformity to established policies.

It has been my intention in this discussion to clarify for you the relationship of the Medical Department to the Food Service Program. By a more thorough understanding of the divisions involved and their

specific interests and responsibilities, coordination and cooperation in achieving the objective of a healthy well fed Army becomes simple. I want to reemphasize that we of the Medical Department are ready, willing, and able to assist you in every way possible in keeping our Army the best fed in the world.

COL. HARDING

In the past Ground Forces have not been too much concerned with Pre-Flight or In-Flight rations. However, in these days of airborne operations it becomes a definite concern of the ground forces. We are going to hear this morning a talk on the physiological problems of air operations by Major Vincent M. Downey of the Air Surgeon's Office.

MAJ. DOWNEY

Air Surgeon's Office

This won't hurt a bit so just relax. I thought that being of logical mind that the first question you would have is why there is any special problem about feeding men in the air any different than feeding men on the ground. And you might well recall the experience of the last war and very well the experiences in the European Theater and Mediterranean Theater when they went to high altitudes operations and did the pickle barrel bombing as you recall. And nobody got in particular trouble and we got along fine and what's all this furor about being you have to give people special food for flying. Well the truth of the matter is that we were a little bit ahead of the actual facts last war. There were no high altitude operations, in excess of 30,000 feet. And darn few of them were actually at 30,000 most were 20 to 25 thousand. And the physiological problem at those altitudes were not very different from those on the ground. But in order to bring you up to date with what we were thinking about in the Air Forces and in the future and with what we actually have on the books now I think we could at least describe a little bit about our future air activities. For instance, we have bombers now with pressure cabins. The B29 as you know has been discontinued and the B50 is now the bomber the people are making for us. And those bombers are meant to operate at altitudes above 40 to 50 thousand feet. Our problems are going to be quite different when we get into the stratosphere which in the United States of the 40th latitude is roughly 35 thousand feet when we get into the stratosphere and get above that 35,000 feet then we are to encounter really serious problems. In altitudes of over 45,000 feet we find we have to put a mask on the man and besides that introduce oxygen under pressure in order to enable the oxygen to saturate in his lungs. To reach the point where he can absorb enough oxygen to maintain his efficiency. Well you can't feed a man with an oxygen mask on and neither can you feed him with a pressure breathing apparatus on. So we had to go back to pressure cabins then and pressurize the whole airplanes. Or at least that part of it which is occupied. And that brought us up to some serious trouble. As you may recall we had pressure cabins during this war. Most of the time they weren't used or they weren't used to the extent that they will have to be if you get up beyond 35,000 feet. You have the pressure inside the pressure cabin equivalent to an altitude of say 20,000 feet, and the pressure outside the

cabin is an altitude of 40 to 50 thousand feet. Then the crew must still wear oxygen masks. In order to feed them we must keep this point in mind. So we will have to pressurize the cabins down to an equivalent altitude of 10,000 feet, which will require considerable apparatus before we can take those oxygen masks off. That is the first physiological consideration. For any type of feeding that is going to be done other than just taking a mouthful of food under a mask we will have to have pressure cabins. And they will have to be very much better than the cabins that we have in use today. The B50, and you probably heard about the B36's, well they are both equipped with pressure cabins. Now what happens when a pressure cabin fails or if punctured by enemy ack, ack or some enemy fighter's fire. That was our serious question down at the school of Aviation Medicine at Randolph Field. We have got parts of the answer to that. We exposed a rabbit to the altitude of 50,000 feet by suddenly decompressing. We had the rabbit in a small altitude chamber inside a much larger one and the small chamber was comparable to a pressure cabin. The outside chamber was an altitude of 50,000 the small one was in an altitude of 10,000 just about the conditions we hoped to have pertaining when we fly people at those altitudes. And then the rupturing of the small chamber did to the rabbit what it would do to the occupants in the airplane. We found unfortunately that the gases in the bowel, if the rabbit was on a gas forming diet, the gases in the bowel expanded roughly 16 to 20 times their diameter and produced rupture of the duct. I think you can all realize what that would do to a human being, inside of a bomber. It would sacrifice the whole bomber crew if such a thing happened and they were on a gas forming diet. So you can well realize that now the Air Surgeon's Office is very much concerned about what people will need when they go on to stratospheric flying. I want to emphasize that when they go on altitude missions above 35,000 feet - put that as the limit. Since all of our operations are planned above that level why we are in this thing with you. Now there are other considerations in this stratosphere which is our sphere of activities. It is extremely cold in the stratosphere. I think that I made the statement before that any high altitude stratosphere operations is an arctic operation. You put a crew in a B29 let's say 12 to 14 men in a sled out on the arctic when you put them up in the air 35,000 feet. And I think I should say that the stratosphere is defined as having a temperature of minus 55 or centigrade minus 67. So we are talking about really cold conditions, when we talk about stratosphere operations. This means, of course, we will have to heat the cabin besides pressurize it. But things do go wrong and we had to heat his clothing in the last war and that went wrong at times. We had a great deal of frost bite perhaps more frost bite than we had wounds in altitude operations. I wouldn't want to be quoted on that statement but I know in my own squadron of troops the frost bite problems were terrific. They were more afraid of that than they were of enemy planes. So when you take into consideration the extreme cold then you have to put heavy clothing on the individual or else heated electrical clothing and you have to eat with that equipment or in order

to be prepared for an emergency. When you consider the problem of extreme cold you have the three things you have to consider in the physiology of high altitude operations. We were asked sometime ago by a board called the AF Operational Rations Committee to draw up what we thought would be the ideal ration; the ideal nutritional requirements for people engaging in high altitude operations. And the Airomedical Laboratory at Wright Field gave us this list of requirements. The caloric content should be from 1200 to 1500 calories. That per 12 hour period. Cross weight must not exceed three pounds per man ration. The nutritive requirements of course must be balanced sufficiently with vitamins, etc. The space must not exceed 200 cubic inches, you'll notice that the Air Force is greatly concerned about weight and space requirements. Stability - it should have one year, one year stability at a storage temperature ranging from minus 65 degree fahrenheit to 120 degrees fahrenheit. Be capable of storing it for one year. Acceptability of course the highest possible. Considering the other requirements first. Then we will go after the acceptability. And the container; each ration should be preferably packaged in an individual container which can be readily opened by a man wearing heavy gloves or using only one hand. And eighth, the water requirement must provide as much fluid as possible. If we can have an unlimited fluid intake for the man at high altitude we'd be very happy. But at least as much as possible. Those seem very simple requirements and I think we could probably fill those now without any special plan. And I would like to divide the question of in-flight feeding as the in-flight committee has done into four and separate distinct problems, physiology given two. First you have the individual fighter who sits alone in his airplane and must fly it, navigate it, watch all his instruments, look out for enemy fighters, and besides think about eating. That's not an easy problem at all. Most likely he can't let go of that control lever very long in order to eat. Most likely he isn't interested in eating either. Second problem is that of a heavy bomber crew. Composed of anywhere from three to eight, twelve, fourteen men. Roughly a dozen. Somebody on that crew can go ahead and prepare the rations, if you can convince him that its important and he can take time out from firing his guns and what ever his other duties are. You could conceivably have some man assigned to rations, in a heavy bomber crew. They are located in different portions of the airplane. Maybe you should consider two or even three groups of people. If you have to provide for them separately. The third problem brought up by relief of air forces X-C99 which is the cargo version of the B36. This airplane already exists. This is nothing future at all. It made its initial flight last August which the B36 did and the X-C99 has just flown. This plane will carry 400 troops in one load. Or 335 litter patients or 100,000 pounds of cargo. Do you want any more details? It has a maximum range of 8000 miles. You must feed him at a speed in excess of three hundred miles a hour. It has a five man crew with an equal number of relief crew, and we will have to say at least ten men when its flying empty. But the third problem I would like to direct your attention to is that of transporting 400 men in this airplane.

Aside from the problem of feeding the troops. Are you going to handle the 400 troops in-flight? The fourth problem and even greater and that is the transporting of complete divisions by air. In order to land them capable of making an attack. (Is this being taken down?) Yes, it is. Well we won't go any farther in that. But the problem of transport is something comparable to the ATC or the Naval Air Transport Service Flight within the United States. Now we could do that on even a semi-luxurious basis and almost approach the airline food service. For small groups of twenty five or fifty people, in airplanes. Of course, we cannot make that sort of an answer do for 400 people or for number of planes carrying an entire division by air. And all of this regardless of weather. So we have four distinct problems as I see it. 1. Feeding of the individual fighter pilot. 2. The feeding of the bomber crew. We will go into that one a little bit more. And 3. The feeding of people passengers on transport operations or patients let's say being evacuated back to the Zone of Interior. Moderate numbers or moderate length of time and moderate distances. And 4. The big problem, and one we have tackled, that is moving mass numbers of troops by air. Now so far most of our thinking is done in the proceeding of our bomber crew for the simple reason that we already have bomber crews missions exceeding 16 hours and less. I won't mention the exact length of the range of these flights but they are crews of twelve men that go out for long periods of twenty hours. That is almost an entire day and night, in the air. So that we have the problem right before us now of feeding the heavy bomber crew, on long missions, and remember they are at high altitudes where it is extremely cold and where it is extremely dangerous to be lost without your oxygen mask or without your pressure cabin. So let's consider these physiological requirements only in the light of feeding a heavy bomber crew on missions of 16 to 20 hours on rations. Under arctic conditions, because any kind of flying at 35,000 feet is under arctic conditions. We took the requirements that were given to us by the Airo-Medical Laboratory and elaborated on them just a little bit. We thought that the caloric content should be 12 to 15 hundred calories per every twelve hour period, that the man was out on his flight. It has long been established that the intake of food in the form of proteins produced a slight elevation in temperature and increase in metabolism, so called specific dynamic actions of protein. It is evident that the caloric content must be distributed throughout the 12 hour period and appropriate equal meal, if possible. This could be done with 4 300 calory meals or 3 400 calory meals, or which ever you way work it out. But I would like to emphasize the importance of frequent meals. We have been trying them on some of our long range flights to gain a little bit of physiological knowledge of what went on. This plane, the B29, you will recall flew on one flight where it was aloft 36 hours and 39 minutes. So there is the classical problem of how to feed those men in flight. And one happy individual who could be classified as a character I guess did not desire to take any drug to keep him awake. I don't know what his personal reason was for it but he said he'd rather eat. And he ate almost continuously for 36 hours

and maintained himself at maximum efficiency. Now if there was several pounds of peanuts I understand he just kept throwing peanuts down, candy bars, sandwiches, coffee and everything. But I tell that story, I don't think that's too scientific, but I tell it simply to emphasize the importance of frequent meals in maintaining a man at maximum efficiency. How long has it been since you all ate anything? It's coming up on ten o'clock. Are you feeling a slight drowsiness here or is your mind not quite as sharp as it was just after you got up from bacon and eggs this morning. And if you were now operating an airplane under conditions which are guaranteed to produce a certain element of fear I assure you on combat mission in extreme cold where everything was in favor of, well its rough, we got to turn back you could see the importance of maintaining that man at maximum efficiency. And when you think that 30 hours later he has got to land this airplane then you know he really has got to be efficient. So frequent meals is one of the points I would like to emphasize. The Air Surgeon's Office feels that its physiologically unsound to administer the entire 1200 calories for the twelve hour period in one meal even though that be much more convenient. Moreover, it probably would be unacceptable to the crew members. By the way, they aren't at all convinced that they need food in flights. They are too busy with other things to bother about that. Choice of two meals of 600 calories is less desirable than the use of 3 or 4 meals. More than four seems impracticable, since it would require preparation and digestion of food at less than 3 hour intervals. So our recommendation is that at least 1200 calories be supplied for twelve hour flight. That means actually 12 hours in the air. Preferably in the form of four meals of three hundred calories each. Although those are not hard and fast rules that makes it a specific recommendation. If the flight is continuing beyond 12 hours then additional food would be supplied at three hour intervals; each meal consisting of at least four hundred calories. And no difference by the way should be allotted day time or night time operations. Because if you have a man working at maximum efficiency, by that I mean consider the picture of a pilot landing an airplane in minimum weather conditions where he can just barely see out and he is using his instruments almost entirely and he is approaching the ground at a 100 or better miles per hour, he is at a peak efficiency. If you have ever watched one of those men just stand so that you can watch his eyes go back and forth across that instrument board. We have determined that a man is making almost a maximum number of decisions, actually looking at different instruments and comprehending what he sees, and forming judgments on the basis of that comprehension. He is working at almost maximum speed that a human being can work on just the average instrument landing. If he has been out there for 18 to 20 hours how do you suppose he can achieve that efficiency except by calling on some nerves or some other form of temporary source of energy. He hopes that he won't have to do that. We want the pilot to be around awhile. Then I'll make no comment on station weight requirement. I think that is our problem of surgery, that the nutritive requirements are important and I hope they won't be for-

gotten, when you make up the ration. And I think the Quartermaster Food Institute at Chicago is very well set to handle that problem. Stability is a point because I am sure you realize better than I that you have to get the rations wherever you are operating from. And that may require taking through the tropics or through the arctic or storing at either place so that this ration, whatever it is, should be stable and should have no change in its character whether stored at low or high temperatures for at least a year. Now a word about acceptability. People on high altitude missions are not sold on the idea of eating, as I told you. And you will find if you try to get some experience from the physiologist let's say he went out on arctic operations you listen and read all the reports about the expeditions into the arctic and antarctic and you think we could gather a great deal of information from those men. But you will find that some of the experts have lived gladly on very little for three or four months they will tell you why that is. Just give a man a high motive and he can handle arctic conditions very well. Perhaps you can when your supplemented all your motives into high scientific plane and when you are going up there to advance the knowledge of the world and when you are not exposed to flak and you are not thinking that something may go wrong with the airplane any minute. But you cannot sublimate fear in to high scientific motive when you are up in an airplane and you got maybe well we said 400 men behind you responsible to you and you are responsible for their security and that pilot however expert he may be is under emotional strain anyway you want to call it. He experiences some form of the emotion of fear. And the emotion of fear disagrees with the digestion very much. I think that if you can show me a man who can sit down in the front lines under an artillery barrage and calmly eat his breakfast I'll say that that man is a hardened veteran of combat. And if you can also show me a man who will a moment after he turns off the bomb run and drops his bomb, while there are enemy planes around, slip out a little coffee and eat a sandwich I'll say that he is extremely well balanced psychologically. We don't expect people to do such things. They won't do it at all, and if you provide a ration with unattractiveness which is absolutely acceptable scientifically you'll find the men won't eat it. And they will be without food rather than eat that sort of thing. In fact the whimsy of appetite under conditions of emotional strain will be one of your most difficult problems to solve. So Air Surgeon's Office believes the highest priority should be given to acceptability in the rations. And it is strongly recommended that in-flight tests be given whatever rations are proposed. Final tests of acceptability. Let's try it out on the passengers, get their word on it before we put it in to this order form. Now the container of course that's another question beyond the Air Surgeon's problem's but you remember we divided this into four problems and the container becomes extremely important when you consider the individual fighter pilot, because he has to fly his airplane, and by the way the thing may be upside down half the time so that the container has to be in some sort of rack where it won't fall out when he goes into loops. There maybe many more factors we haven't considered

about that but the container is of no interest to me. That is one of your problems. Well the water requirements are perhaps the most important, down to earth, physiological considerations because people do not drink enough fluid. When they are under conditions of emotional strain. We found everybody on the 36 hour flight was suffering from dehydration and had a cotton taste in their mouths. Well that was 36 hours, maybe it was a stunt, you might say, to fly an airplane for 36 hours but the problem of fluid intake will become extremely important when you get beyond 12 hours. Principally because then you should maintain a urinary output of about a pint and a half of urine a day, in order to balance the man physiologically. And if you fly every day, let's say, and even twice a week and your out of balance every day then that person isn't going to maintain his maximum ability over any length of time, and after he has been doing that for a month or two he's going to turn in and is going to have to be laid off for awhile. When you get up to 40 hours of flight the amount of fluid taken in will have to be considered in the individual flight not only in terms of keeping the man at maximum efficiency. Water loss from the body to insensible perspiration is increased in a dry atmosphere and the pressure cabins because they concentrate the outer atmosphere don't add any water to it and up at 35,000 feet there is practically no water vapor. So that when you have an air pump that brings in this atmosphere and concentrates it down to an equivalent atmosphere of 10,000 feet you will have an extremely dry atmosphere comparable to the desert. So that a person loses a great deal more water by insensible perspiration than you think. Whatever amount of, whatever form the fluid is not of consequence whether by hot service, cold drinks or plain water and food with a high fluid content must be considered in insuring that the pilot has a sufficient amount of fluid. Then salt tablets should be taken during flights of long period of duration for the same reason and that is to conserve the body water. We find that most people, and there haven't been very many, who have flown more than 20 hours have complained about being dehydrated. I think that our same desert precautions will have to be considered. Well, I don't want to keep you any longer but if there are any questions that you have I would be very glad to answer them.

UNIDENTIFIED SPEAKER

Where does the pre-flight meal enter into this?

MAJ. DOWNEY

Air Surgeon's Office

I'm glad you mentioned it because I completely forgot it. The pre-flight meal is like the in-flight, if I can go back to the last war for a minute now I can tell you what actually happened. Men got up shortly after midnight let's say two in the morning at the latest. And they were briefed, which briefing took quite a little while, and maybe they waited for the final signal to go out and of course they

had their breakfast right after they got up of course if they got up in time to consider eating.. But some of them didn't. Then they went out to an airplane and most of the time they waited for several hours before they took off. Sometimes their mission was called off at the last minute so they had a meal which was regular breakfast and roughly two or three o'clock in the morning. They then went out, and even in the last war in the Mediterranean Theater, they averaged 8 to 10 hours on a heavy bomber in the European Theater 8 hours. So that they went out for long periods without anything to eat and when they came back it was after the noon meal so there was nothing there for them to eat. Besides the rations were allocated on so many men for three meals a day so the men that were left ate most of what was served. And there was nothing for them to eat then except what they were able to trade in Africa, Italy or Europe so most of them didn't eat any mid-day meals. The only meal that they ate in that day was the evening meal. And there again about half of them stayed away from that because after you have been on an 8 or 10 hour combat mission it is an extremely tiring ordeal. When they came back and they were held for a couple of more hours for interrogation, they were put through grilling, about what types of airplanes did you see and where did your bombs drop, and etc. It took almost two hours to get through that and when they got through that they went to bed. Half of them didn't even get up for the evening meal. They weren't worried about eating. But to be honest with you most of them ate coffee and donuts that the Red Cross brought out there and that's about all they ate, outside of their breakfast. So that's a practical consideration. Now let's get the physiological consideration. We said a moment ago that what was in your bowel at the time you were subjected to an explosive decompression was the critically important thing, but that's the food you ate before you went on the mission. So we are going to have to supervise and provide that the men eat the right kind of food that is not gas forming and contains fluid before they take off on a mission. Because you never know when they are going to have the most decompression. So much for the pre-flight feeding. Now the post-flight feeding. If the digestion as I said is upset on the day that he flew; well how can you maintain this bacteria flowing in the duct and the proper amount of gas at lowest possible level unless you feed him properly after he comes down because then he might have to go back up again. He probably will the next day. He'll be up one day, have a day off usually and then up the next day. Then during the day off, by the way, a great many of them slept through that day too. They did very little else but sleep and fly. And so we are going to have to feed the people properly before they fly, during the flight, and after they fly because that too is a serious part of flying. Any other questions? Thank you very much.

COL. HARDING

This afternoon and tomorrow afternoon, instead of having any discussion here, we will devote all that time to committee work. So after the period this morning, the committees will meet this afternoon and go right ahead on their work and there will be no meeting here in the auditorium; the same thing is true tomorrow afternoon. We have with us today the officer-in-charge of the Food and Container Institute in Chicago - Colonel Lawrence. Colonel Lawrence has been identified with food in the Army for many, many years, probably longer than anyone else. He is very well qualified and has a very interesting talk to give us this morning on the work of the Institute. Colonel Lawrence.

COL. LAWRENCE

QM Food and Container Institute

Colonel Harding, ladies and gentlemen. My task this morning has been made rather difficult. I was subjected to quite an ordeal last evening, being entertained at dinner by John Hennessy. I assure you that Hennessy's dinners and Arnold Shircliffe's lunches are ordeals. The only difference between an Arnold Shircliffe luncheon and a John Hennessy dinner is that Shircliffe's luncheon starts at 1 o'clock and lasts until 6, and Hennessy's dinner starts at 6 o'clock and lasts until 1.

I have been assigned to the task of explaining to you the relationship of the Food and Container Institute to the Food Service Program. Probably the best place to begin on that is a statement of some of the missions of the Food and Container Institute. Probably in a broad sense the missions can very well be explained by a thing that happened down in the mountains of Kentucky. An old hillbilly was standing out in front of his cabin one day; his wife was sitting on the front porch shelling some beans and he was munching on a large piece of cornpone and as he was chewing away on this the crumbs were dribbling down the front of his shirt and quite a collection of them gathered on the ground. When he was about half way thru the cornpone a hen came around the corner of the building in high gear closely pursued by a rooster. As the hen and rooster passed the old man, the rooster spied those crumbs and suddenly put on the brakes and slid to a stop, went back over and began eating the crumbs that were on the ground. The old fellow looked up at his wife and said, "God, almighty, Ma, I hope I never gets that hungry." The mission of the Food and Container Institute can be broadly stated as to see that no American soldier gets that hungry, As listed under the Quartermaster General, the Institute is charged with the design, improve, develop and evaluate food products and rations suitable for military use, the packing and packaging of these items and in addition the packaging and packing of all QM supplies except fuel and lubricants. Another is to prepare for publication manuals, bulletins, regulations, specifications of a technical nature which pertain to food products, rations and food preparation,

packing and packaging all QM supplies other than fuel and lubricants, to administer a coordinated, fundamental and applied research and development program with scientific institutions interested in the products and activities mentioned in 1; to provide at the Institute supplementary indoctrination on latest developments on food and container research for instructors in the cooks schools and food supervisors, inspectors and instructors; to provide further a training program for other personnel intended for various subsistence assignments. Those are only four of some dozen or more missions assigned to the Institute. Perhaps I should take those in detail and explain to you how we try to go about accomplishing this. To design, improve, develop and evaluate foods means a scientific investigation of every food item that appears in any Army ration. Now the approach to foods in our Institute is scientific rather than sentimental. Mr. Shircliffe told you yesterday that meat with the bone out of it is no good. Well that is the sentimental approach to the utilization of beef. From an economic and scientific standpoint, the best beef is boned beef, the so-called Army boneless beef. And I might state right here that it is the considered opinion of the leaders in industry that within a few years you will not be able to buy, except in very high priced shops, specialty shops, anything other than boned beef in the retail markets. The boneless beef is one of the results of the work done at the Food Container Institute. We are at present administering a fundamental research program which we have fundamental research contracts in some 85 universities, colleges and research foundations throughout the United States. This fundamental program is divided into four phases, and those phases follow the characteristics which are considered necessary for Army rations; that is, stability, suitability utility and nutritional adequacy. We have a dozen or more contracts in the field for stability, That is for studying Micro-biological deterioration of foods, chemical deterioration, deterioration due to physiological changes, or anything that affects the quality or flavor of food after it is processed. On the nutritional side are studies involved, fundamental studies, in nutrition under the various conditions a soldier finds himself whether in peace or in war. There is a great deal of difference in feeding a man who flies an airplane at 25 or 30,000 feet, and one who is digging a ditch on the ground. There is a great deal of difference in the feeding problems of a man who is working in comparatively safety a thousand miles from the front line or feeding that same man a few weeks later when he is under intermittent shell fire or bombs. There is a great deal of difference in feeding a man in the training camp in the United States and trying to feed that same man in a staging never end. Research is a continuing process. other place. Those studies require a considerable length of time; they are very expensive and they need end. Research is a continuing process. Our studies in suitability or acceptability we may say, involve a national survey of the eating habits of the United States and the development of methods for determining quickly acceptability or non-acceptability of an item based on test panels, the development of methods to select test panels. Those things sound quite simple and as someone remarked to me a few days ago. "When are you going to finish that work?" it's another

thing that will be a continuing project and it will probably never be finished. In the evaluation of food from the acceptability angle, I would like to speak to you about some of the problems we encounter. A human being can taste four basic flavors; sweet, salt, sour and bitter. Aside from that, those four flavors or combinations thereof, you can taste nothing. The remainder of the appeal of food is thru your olfactory nerves, your nose, your smeller. If you will just inhale a little formaldehyde fumes sometime and anesthetize your olfactory nerves, you will find that you can't tell the difference between vanilla, or lemon; you can't tell the difference between sausage and a piece of unseasoned pork - a highly seasoned sausage and an unseasoned pork. It is a matter of smell. There are people who are particularly acute in detecting one flavor that are blind to another. In testing of panels, we have found individuals who could not distinguish the difference between a glass of distilled water and a concentrated solution of quinone sulphate. Yet the same individual given ten glasses containing one distilled water and the other nine varying concentrations of a sweet or a sour, or a salt solution and he could very easily arrange the glasses in the order of their concentration. We find some people who are able to very readily distinguish all flavors in meats, that same individual given the job of distinguishing an off-flavor in milk, cheese or butter is completely blind to it. We find some people who are experts, or become experts in a very few days, in distinguishing varieties in coffee or tea or distinguishing off-flavors in those, while another individual will work religious at this for months and months and be no good. In setting up test panels to test acceptability in food we try to establish a norm; well, that is almost impossible because of the variations of the individual. So our panels are made up by selecting as nearly as we can the average individual from large groups to determine the matter of acceptability of certain items. In the determination differences in items, the panels are selected on the acuteness of their taste and odor reception in the particular types of fields of various foods. Now on our work on Micro-biological deterioration, we have contracts in a number of colleges and universities and a certain amount of that work is being done in collaboration with industry laboratories. That is done at no cost to the Government, that laboratory work. Another (interruption) is the so-called browning reaction. Whenever you get set around foods you hear the expression browning. Perhaps a little explanation of that wouldn't be amiss. In 1911 the French physiologist, Millard, discovered that when proteins and carbohydrates, principally free sugar, were combined in the presence of water at elevated temperatures there was a change in the color, a darkening, also a caramelized flavor developed very quickly. The classic example, I think, of browning is the ordinary evaporated milk which we know today. The reason for the change in flavor between evaporated milk and fresh milk is due almost wholly to the browning reaction, and you will notice that the color of evaporated milk is considerably darker than that of fresh milk. That change in color is due to the browning. It is chemical reaction which takes place between the amino acids and the milk proteins and the sugars, principally the free sugars. Another example of that is the way some people utilize sweetened condensed milk. In

order to drop a can of sweetened condensed milk into water and boil it for about an hour it comes out about the color of maple sugar and an entirely different flavor; in fact, a great many people utilize it in that way - as a dessert, use it as a pudding. You can use small quantities of it without being too concentrated. Now that change in flavor and change in color is due to the browning reaction in the case of condensed milk. That is the only items that I know of in all the foods we have where the change due to the browning reaction produces an improvement in the flavor. In all other cases it produces a deteriorated flavor. We are studying the browning reaction, and if we take into the consideration the fact that there are 24 amino acids and about 9 free sugars involved in the browning reaction. If we raised 24 to the 9th power and raised 9 to the 24th power and add those two together, you would have some idea as to the astronomical size of the job, because that is the possible number of intermediate compounds that we can get in the browning reaction. The indications at present are that these compounds produced in the browning reaction fall into a comparatively few groups and probably the trouble-makers, the ones that produce the deteriorated flavor, are going to be found in may be one or two of those groups. Once we have isolated a few of those we can take effective measures to control the browning reaction or to inhibit it or prevent it. The work today has produced one thing; We have spent \$250,000 studying the browning reaction and we have produced one of the intermediate compounds that definitely has been identified as a trouble-maker, and that compound happens to be furfural (?) The furfural compounds, I don't remember the complete chemical designations. The discovery there was, you might say, an accident, and I think that all the discoveries we make in this are going to be more less accidental. In working with some sugars, the University of California prepared (continuous coughing makes it impossible to understand the remainder of this sentence). It so happened that the Corn Products Refining Company was doing some work for us in another field and the fact that they were doing the work free, our pay to these people who do free work to us is to furnish copies of all our research reports. Then in a course of time the report from the University of California reached the Corn Products Refining Company and Dr. Cantor, their Director of Research, has spent a number of years working with furfural compounds and immediately recognized this chart as the curve for the furfural compounds. It had been submitted to a hundred and some odd other laboratories and nobody else had identified it, because he happened to be the only man in our program that had been working on that particular subject. With that bit of information, we have at least cracked the shell in browning, and I think we can go on from there. In studying the inhibitions on color changes produced by sulphiting we have unearthed a few things that are of benefit to us in our studies on browning. As far as completely controlling it is concerned, that is something that is a long-time in the future and many millions of dollars are going to be spent before we solve it. Our work in food is very closely tied up with containers. If we have the best food in the world it is no good unless we have it in a container that will protect it. We have a number of contracts - fundamental contracts - on

studying container materials. Now that doesn't mean we are studying how to make a square can for your operational rations. I want to emphasize that we go a little bit further than the fabricating of the can by studying the basic materials of which the container is made. We hope eventually to give you bread in the field ration that will be wrapped in a pliable, laminated film that will keep the bread fresh as long as the can will keep it fresh. Bread put in a can is edible after two years though it is slightly off in flavor. Thus far we have been able to get a wrapped loaf that keeps bread fresh for a couple of months. That is not long enough for an operational ration. I might say right now that as far as canned bread is concerned we are somewhat stymied. We produced 300,000 cans of bread last year. Most of those have been consumed. We have produced some 40 or 50,000 cans of bread in our own laboratories and all of that has been eaten after varying periods of storage. But within the last year we have encountered some evidence of bacterial activity in canned bread, and for that reason its production for the issuance to the services has been discontinued until we make a little more exhaustive study of that. If bacterial activity is evident in canned bread it means one thing; As long any bacteria can grow in there botulinus can grow, and we don't dare risk an epidemic in botulinus poisoning. Now as I say we have consumed some 300,000 cans of this bread and a great deal of it under the most adverse conditions, there has been no case of food poisoning or sickness from the use of this bread. However, the possibility of botulinus surviving, we think it is still there, so several months ago we baked up some 7 or 800 cans of bread and inoculated each can with a million spores of botulinus. Those have kept at high temperatures and there are being opened a number of cans each month, the material taken out of there and tried on rats to see if any toxicity exists. When that study is completed, if the scientists give us the go-ahead we will be in production very shortly on canned bread. In studying botulinus there is quite a bit of difficulty. The only way that you can detect the presence of toxin - the organism itself is not poison - it is the toxin produced by it that is poisonous, and the only sure way we can detect that is to feed it to an animal or to a human being. We don't dare try it on the human because 60% of all people die. I learned something recently in our studies in botulinus and it is of great interest to me and I am sure that it will be a great source of comfort to some of you gentlemen, and that is this: If you take a sufficient quantity of alcohol before and after eating there is no danger of botulinus poisoning. The alcohol destroys the poison. One of the boys in one of our collaborating laboratories, Mr. Wheaton of the American Can Company, had a solution that contained a large amount of botulinus toxin and he was drawing some of it into a pipe and he took a couple of swallows - probably a couple of ounces of this toxin and water - Well, Wheaton has only taken a drink twice in his life, once when he married and the other when his Mother-in-law died, so the boys took him out and gave him a pint of alcohol just as fast as they could pour it down him. Well, he passed our right away and they took him home but he has no ill effects from botulinus. I hope you will pardon my wandering around on this talk this morning, because if I tried to be too precise about the

thing, it ceases to have any interest to anybody and it sounds too much like canned commercial radio announcing, so in discussing this I am going to wander here and there and try to cover some of the more interesting points. Another of our missions of the Institute is to provide a training program. At this point I would like to emphasize one thing (Colonel Smith will cover the training program) and that is this: That among food service personnel one of the most important things for everyone engaged in the preparation and serving of food is a good grounding in food technology. In the Army we call it subsistence technology; in industry and our educational institutions, it is termed food technology. Well,,I think food technology is on the much higher plane than our subsistence technology, but the subject of subsistence technology as its name indicates has to do with the processing and preparation of foods. Now, man does not manufacture any food; all of our food is manufactured by nature. The only thing we can do with it is process it, change its form, but the wheat grows in the field, the miller makes it into flour, the baker makes it into bread, the grass grows on the prairies and the cattle eat it and converts the cellulose of the grass into the proteins of meat, milk cheese, and so forth. Our work is merely processing and a great deal of our processing of foods is a matter of controlling and speeding up the processes of nature. For instance, in the conversion of milk into cheese, it is entirely a natural process in which we control the action of nature rather than let her run wildly. A great many others - processing procedures - are merely the control of nature's way of doing things. In the preparation of food, unless we know something of the technology of food and the items we are using, we are very apt to take a perfectly good thing and destroy it. We are very apt to try and make something that sounds good in the cook book, using a basic material that is entirely unsuited for that purpose. I would like to illustrate some of those. For instance, take an ordinary Irish potato. I don't know how many hundreds of varieties of Irish potatoes there are, but there are two distinct types of Irish potatoes. One potato when it is cooked is mealy, granular in texture, it breaks very easy and crumbles very easy; the other type is what we term a waxy potato and it is wax-like in consistency after it is cooked. Now, only somebody who is utterly ignorant of those characteristics of those two types of potatoes would ever try to bake a waxy potato. If you do, you have a tremendous amount of shrinkage and when you open the shell--and that is what it is at that point--the skin of this potato is opened, you find that the meat inside has shrunk considerably in volume and its tough, soggy and unappetizing in appearance. If you had used a mealy potato to do that baking, when it comes out the skin would probably be split in one or two places or if you touch it with a knife it would pop open, and you have a very luscious, mealy, granular texture-like potato and a superior flavor. By the same token, if you are going to make potato salad, only somebody utterly ignorant of the characteristics of potatoes would try to make potato salad from a mealy potato. If you did, he would find that your potatoes would begin to crumble off, and by the time you had your salad mixed up the container would have meally mush in the bottom of it with a few sickly-looking pieces of potato left whole. On the other hand, the waxy potato

would make an excellent potato salad; that is just one illustration. Another is a very common thing and there are a thousand varieties of them, 5,000 plus in the United States and that's apples. There are certain types of apples if you try to prepare baked apples from it will just go all to pieces and you will have nothing at the end of your cooking period, so you have your eating apples and your cooking type. Sweet potatoes is another item which is quite common. There you have one potato that is suitable for cooking by boiling and another that is only suitable for cooking by baking. You have a dry and a moist type of sweet potato. I don't believe anybody can make good coffee unless he understands the characteristics of some of the coffees and he should know enough of the technology of the coffee to know how approximately what kind of coffee he is preparing. For instance, a santos coffee which comprises 75%, I believe, of all the coffee imported into the United States is more highly volatile -- its oils I should say, are more highly volatile than any other variety of coffee. In normal times the Army buys only a santos No. 4 coffee. That means that from GI coffee to get a good brew you have to use a different technique of brewing than you would on the average commercial coffee. Within ten minutes after santos coffee has been brewed, 70% of its flavor and aroma are floating around in the air and the other 30% left in the cup. If you keep that in mind and shorten as much as you possibly can the brewing at the time between the brewing and consumption of santos coffee - and you can brew it right on the table it is just as good as the higher priced blends where they have added another coffee to the santos to give it the holding quality for its flavor. Those are small items; you probably know most of those things but we consider those of extreme importance in food preparation and food service. I could go on indefinitely and mention items of that kind but we have other more important things to cover. The Institute - one of their missions to keep the Armed Forces aware of new developments in food, food preparation and methods of serving. We might say that fundamentally there are no new foods. We have carbohydrates, proteins and fats; we always have had them and we will probably always have them, but there are new combinations of those basic elements in the ingredients that go into food. There are new methods of preparation and we keep in touch with industry and science in order to keep abreast with everything that is new in the way of foods and try to pass that information thru our schools to the Armed Forces. There are a couple of items at the present time that are new there is one of that I would like to make a little explanation on at this time. I received numerous requests from people scattered all over the world wanting to know where they can buy a Radar Range. Let me say right now that a Radar Range is a radical departure in cooking. The idea is not all new. I think that we have been using diathermic heat for some twenty odd years. If you have ever had a strained knee in football and go in the hospital they wrap a little pad around your leg and attach a couple of wires to it and the thing begins to get hot although there is no evidence of heat in this pad; it generates the heat within the tissues itself. Now that is the principal of the radar range. In its present state of development it is not suitable for use in an Army kitchen. The

cost at the present time is a little bit excessive. I had one of your technologists prepare a little note on radar ranges. We have an arrangement with Raytheon Corporation, one of the leading manufacturers of Radar Ranges, whereby they put a radar range in our institute; we conduct certain tests in there on nutritive retentions of foods cooked on the radar range and the Raytheon Company is furnished information without cost. We are furnished the radar range without cost. As they develop a new range, the old range is removed from the laboratory and the new one sent up. The one that we have at the present time has been in use about two or three months. We can do some starting things with the radar range, one of which is to seal up an ear of popcorn in a cellophane bag and drop it in this thing for about twenty seconds and come out with a bag of popped, buttered and salted popcorn. Those things are just spectacular demonstrations. The utility of the thing in its present state of development is somewhat doubtful. I would like to read you this very short report prepared by the technologist who is conducting the radar range experiments. "The use of electronics as a means of quickly thawing or cooking fresh, frozen or pre-cooked foods has recently been introduced. Considerable importance has been given this innovation by the food industry since the principle involved is a radical change from the standard cookery methods and the possibilities for future use are unlimited. The chief advantage of electronic cooking is speed. Cooking can be accomplished in a matter of seconds. It is possible to grill a hamburger in 50 seconds and steak in 75 seconds. Potatoes usually requiring 45 minute baking can be baked in 2 minutes. It requires only two-minute period for both thawing and cooking frozen fresh meats, or a complete frozen pre-cooked meal. If the process can be successfully applied, this speed would make individual cooking in the Army Feasible. It would minimize the many problems of thawing in Arctic feeding and would facilitate feeding Air Corps personnel in flight as well as troops during rail transit. A railway dining car has already been designed and completely equipped with electronic cooking equipment. Food sanitation and more efficient kitchen design is emphasized as the chief advantage of the dining car service. Studies have been conducted at the Institute on one type of electronic range. We have tested the adaptability for fresh, frozen fresh, and pre-cooked frozen foods for this method of cooking. Fresh meats cook very quickly, have a very desirable flavor, but tend to have a gray color detracting from the appetizing appearance. In other words, you don't get your caramelization in a piece of meat. I might explain that a steak grilled on this thing has more the appearance to the eye of a piece of boiled meat than it does a grilled or fried meat. The quantity of meat this modern range is capable of handling is limited to a piece of not over 2-1/2" in diameter. This factor restricts the variety of cuts that can be cooked to patties, chops and steaks. It is our understanding that a modified model of the range will be designed to handle larger cuts such as beef and pork roast. There is excellent retention of natural color in fresh vegetables. However, the texture tends to remain crisp and the vegetables dehydrate quickly if the process is not carefully controlled. Small cuts of frozen meats and frozen vegetables thaw and cook

with excellent results, but must be arranged in single layers. Now that is a distinct disadvantage when it comes to cooking or re-heating a frozen pre-cooked product for instance, you have fried potatoes and slices or pieces are stacked one on top of the other the top one thaws out and gets hot and the bottom one is still frozen solid. It is expected that nutritive retention of foods will be greater because of the shorter cooking periods. Studies are in progress at the Institute to determine how this method of cooking compares with conventional methods in nutritive retention. The radar Range employs Raytheon magnetron tube. The radio frequency which enters the output of the tube is directed into a horn or an applicator, which may be like a burner on a stove, which is coming down instead of going up. This horn beams and directly concentrates the energy into the food to be cooked. As the waves of energy are reflected by all metal objects and transmitted by glass objects cooking should be performed in low loss or tempered glassware which permits full penetration of the rays from all direction. The friction caused by agitation of the molecules within the substance being cooked generates the heat within the food. It is claimed that the electronics method cooks opposite to customary cooking methods. Our present-day method is to cook from the outside forcing the heat to penetrate and cook within by the prolonged application of heat, whereas the radar range cooks simultaneously throughout. Our observations however, are that the radar range does cook uniformly throughout but from the outside to the inside the same as in conventional cooking, although the process is much more rapid." That is the status of the radar range to date and it will probably be some years before it will have any practicable use to the Armed Forces. However, I can vision in the future a battery of radar ranges in lieu of a steamtable and the man can walk by and have his eggs, his bacon, his ham, or his steak, or what have you, prepared for him in the matter of seconds while he is getting the next item on his plate. That is a possibility for sometime in the future but it has no place at the present time in Army cooking. Another development that has caused a great deal of discussion and has also resulted in a number of inquiries is the use of free electron bombardment in the preservation of food. There is such a process. It was developed by two German scientists, Drs. Hueber and Bransch of New York, and a company formed to exploit such a process. They have spent some million dollars in the construction of a laboratory in an old abandoned ice house in Brooklyn and they do have a cyclotron, I believe, the capacitron machine that does it. They start out with ordinary commercial electricity at 220 volts and thru a series of condensers and transformers the voltage is stepped up to something over 200 million. It is then discharged in a flash across the condenser point into a vacuum tube and sets up a stream of electrons that can be directed in any direction that they desire. The vacuum tube in which this discharge is made and the stream set up looks like and is about the size of a Navy torpedo, and they have done considerable work. It is known that foods can be sterilized by this method, but the thing we must know before anybody can eat any of this food is are they radio-active and there has been as yet no answer to that question. There has been pending for some time an arrangement between the

Institute and the owners of the process, a cooperative arrangement, whereby we can evaluate foods that have been subjected to free electron bombardment. Personally, I would not eat any and I don't think it will be submitted to the public until at least 15 to 20 generations of animals have been fed on those, because this electronic bombardment may produce mutations in future generations. That would have to be a long-time study. I can say this, that it is my opinion and the opinion of all of my scientists at the Institute that there probably is some radio-activity because if one takes a quartz brick the size of an ordinary building brick and puts it in this chamber and gives it a shock of these free electrons for a period of one millionth of a second you can take this quartz brick out and it glows like a piece of phosphorescent material and this glow is quite presentable. It is about the same intensity as the glow on the illuminated clock dial or a painted clock dial. The glow will last for about two hours. One day Dr. Brausch got his arm in this stream of electrons for about a millionth of a second and he lost all of the hair and most of the skin on his right forearm. So there is a possibility of there being radio-activity present in materials being subjected to this bombardment. I don't think that any of it will be eaten until it is given further test. Now, here are some of the things it will do. I saw a pork chop that had been brought out of the grocery shop sealed in a cellophane bag and subjected to one-millionth-of-a-second radiation on free electron bombardment the pork chop which had been lying on a desk in an office in New York for something more than two months. There was no evidence of deterioration of any kind; the meat was nice and fresh. There was a slight change in color. Of course, some of the juices of the meat had leaked out and there was this liquid material in the bag and the color had become slightly gray, but there was no evidence of spoilage of any kind. The meat smelled just as fresh as when it was put in there. I have not seen but have been told by some people that did see it that a peach or a strawberry in the ideal stage of ripeness can be subjected to one or two millionth of a second bombardment in a sealed container, taken out six or eight weeks later and it was no riper than when it was put in there. Now the thing that causes deterioration of your fruits is as much the ripening as the bacteria that gets in the package. Well, in this case the free electron bombardment stops or inactivates your ripening ? and at the same time destroys all the bacteria present. It would be a wonderful thing if it doesn't kill us all. I have been asked to cover one other item this morning and that is a nutrition survey of the daily ration. Such a survey has been set up and has been made the responsibility of the Food and Container Institute; the Army Medical Department Nutrition Laboratory will collaborate; the Quartermaster Board will have some of the responsibility and the Research and Development Branch, Office of The Quartermaster General has a finger in the pie and the Food Service Division has a major role in there in the survey of certain facilities in the Army messes. The principal thing behind the survey is to determine accurately and scientifically the nutritive value of the food that reaches the soldier's belly and what the food that is purchased by the various purchasing offices, or that reaches the commissary, or that reaches the mess hall, or that reaches the patron. In other words, we

want to find the nutritive value accurately of the food that actually gets into the man's stomach. A survey of that kind was started during the war on a very limited scale by the Navy Department. One of the nutritionists out at the Bethesda Hospital - the Bethesda Medical Center* - started this thing and it was not carried on to completion due to the war ending and this man wanting to get back to his practice, and so he dropped the subject. We are taking it up and adding a number of features to that. But there will be an accurate survey of the different values of food. There will be at the same time a study made of the various methods of preparation and nutritive retention. It is very easy to determine some of these things; others are quite difficult, especially in the lesser known vitamins. The work will be under the supervision of Dr. George Berryman, who is one of the outstanding nutritionists in the country, and Dr. Robert Johnson, who was formerly with the Harvard Laboratory, Captain Jones, who is a nutritionist and now on loan to the Institute by The Surgeon General's Office. We will have the advice and assistance of our scientific advisory group consisting of some 40 or 50 scientists scattered over the entire country. I think that it would be incomplete unless I described in a little detail our scientific advisory group and our industry advisory groups which work very closely with the Institute. We have a committee on food research consisting of Dr. Longnecker, the Dean of the Graduate Schools and University of Pittsburgh; Dr. Anson, Director of Research for Continental Foods, Dr. Mirac is a bachelor of food technology, I believe. University of California; Dr. Gettys, head of the Department of Fine Chemistry at the University of Minnesota; Dr. George Stewart, Professor of Poultry Husbandry at the University of Iowa. Those men supervise the fundamental research program carried on in our various colleges and universities and research foundations. In other words, they are the final word on where a contract will be placed for research and who the individual will be to handle the investigation. In addition to that we have some 40 or 50 scientific advisors. Those are selected from other Government agencies, from the Department of Agriculture several of their bureaus, from the Public Health Service the Food and Drug Administration, the Office of Naval Research, the Air Medical Laboratories, from industry and from universities. All of these people serve on our program without pay, other than travelling expenses from time to time as they attend meetings. Our fundamental research program is divided into a number of subject areas and one or more of our scientific advisory group rides herd over the various projects in this area. In addition to that we have collaborating laboratories in industry working not on fundamental research but on applied research or product development there are some 500 of those. That work is also done without cost to the Government. It has been estimated, and I think conservatively, that the Government receives about \$6,000,000 worth of service from the food industry of the United States thru free collaborating projects. In addition to that there has been set up in industry a group known as the associates of the Food and Container Institute. To that is turned over the materials produced by our fundamental research program and they have set up a budget of some hundred thousand dollars a year to handle the publications of this material and its distribution to the food and containers industries of the United States.

The associate group is a recent organization, in fact quite recently, and has not as yet gotten underway in full speed. They will, however, during the present fiscal year spend in the neighborhood of hundred thousand dollars for printing and distribution of material released by our research program, and a bit of material contributed by universities and by industry laboratories. I believe that covers the picture as I have it this morning. I have purposely omitted one phase of our activities and that is the training. Colonel Smith, who is the officer in charge of the Training Division will cover that. I believe I have used so much time that you may want to take a break.

Colonel Harding, Ladies and Gentlemen. The Army War College in the past, and I think at present too, represents tops in Army education. By the same token, although my title is submerged in an onerous one called Officer in Charge of the Technical Training Division, actually I have the honor of being the head of what was formerly known, and still properly known, as the Quartermaster Subsistence School. I have only been there a short time but I don't hesitate to call that the Quartermaster Subsistence College, for that is what it is in every respect. I came back from 40 months' service overseas and came back a very discouraged man. Everything was being curtailed; everything was being thrown overboard; appropriations were being cut; personnel was being cut; and we were going back to that state of destitution that the public went thru following the first world war, rather a frightful prospect in the light of our present international situation. It leads me to say without hesitancy that we are in probably as grave danger today as we were on Pearl Harbor Day. If that premise is correct, we haven't a minute to lose in the field of preparedness, and I know of no greater and more potent field of preparedness than proper training. So I say I've become a little more hopeful about the future since I came back, seeing what the Army has on the pan, seeing what the activities are, particularly in this hot bed of activity - Chicago - this very Institute under the stern leadership of Col. Lawrence. I am proud to be a part of that activity, although as I understand back in the history, the Subsistence School was really the pappy of the whole outfit and the research part was only secondary. But I may be stepping on my bosses' toes when I say that training is just as important as research. I think it is very hopeful that we have statements of support from top-side about the whole food picture. We had our grand Chief of Staff here the other day and I thought the statement he made, not about being remembered as the Chief of Staff because of cookery, but rather the statement that food was a part of the soldier's pay and as far as he was concerned the GI was not going to be paid in counterfeit. That to my mind is a statement that must we never forget. We don't want any permanent counterfeit on the kind of food the soldier gets and the service he gets or in the training he or the officers get in handling food. You will find I use the word "support" several times. This is a good thing. Here is this morning's paper (I don't know whether you can see it from here) is a cartoon of General Ike himself with his Chef's cap on and an editorial from the statement he made the other day. I think that is grand publicity. The people these days are cutting down appropriations on everything. You heard General Larkin tell how important our food service program is. You heard our three hotel and restaurant greats, Hennessy, Shircliffe and Mardikian, tell how important food was. And I want to add to this war of the Shircliffe and Hennessy dinners and luncheon by stating that I had the pleasure of enjoying one of those dunk luncheons too, only out in Chicago on his home grounds the expression goes: "Did you ever drink a luncheon with Arnold Shircliffe." You know how he loves

his wine. I think it is important to remember some of the statements made in the past few days and then I got a faint notion that everybody was doing a selling job from the Chief of Staff down on this food business. I don't know why a selling job should be done, even by the Chief of Staff. This whole thing is so fundamentally important; anybody who has eaten at an Army mess knows that and doesn't have to be told. He may forget it after he has gone home and enjoyed some home-cooking; I don't say all home-cooking. But everybody seems to be doing a selling job. Well, maybe we do have to, perhaps to those who hold the purse strings. It might be important to have a selling job done. Even Shircliffe, you know, I even smelled a little note of proselyting there when he spoke the other day when he spoke of the high pay the chefs get. Well, we are training cooks and bakers and food technologists and I am warning Shircliffe that he is not going to get those men away from us, because these particular men have a higher duty to perform, and a more lasting duty to perform. I have given you all this persiflage to indicate what I think is the importance of this subject certainly from the training end. I will be followed, I believe, by Ed Byrnes, who will give you the story on the training end of the food service part. Our part of the Subsistence School is to prepare a man in the field of food up to the time it is delivered in the back of the kitchen. This entire program, as I say, needs support not only in actual funds but support in the minds of Army officers and EMTs as to the basic importance of the procurement of food, sale of food, preparation of food, serving of food. This question about the importance of food reminds me that some years ago the former great dean of the Agriculture College at Cornell, Hyde Bailey, had a very favorite expression. He was a man who was deeply steeped in the Classics but terrifically fond of agricultural products. He told his classes often that there is as much culture in a beet as in a Greek root. Well, we want men that have already had this fundamentals in Greek roots to come on out and study about the beet root. We want to build up a group of men whether in the Regular Army or in the Reserve who are fanatically enthusiastic about this food business, and who will come out to us and learn what we have to impart, hold it and go out and use it for the benefit of the Army, and not come in as a fill-in, as a stall until he wants to do something else. That's wasted training; that is taking the place from someone who is fondly interested in this subject and will use it for the benefit of the Army and of the United States. I might further brave to say that in properly preparing foods you are aiding in the preparedness of the country itself. Our task then in Chicago is to train personnel at the College level in food technology. You know, without trained men, I am repeating myself but I think it is important, the fine words and intention of the Chief of Staff itself mean nothing; aimless; it becomes a flop without trained men to carry out what the program involves. You have to have that kind of implementation or you get no results at all. Now the great dilemma of the Subsistence School itself is quite a broad one. Its representative of the most advanced college courses in food technology. Following a view of Chemistry, physics and bacteriology, a survey is made of each of the

commodity fields from the point of view of production areas, markets, seasons, varieties, grades, processing, Federal specifications, storage and preparation. Concurrently, a study is made of the Armed Forces organizations and methods of procurement, for both perishables and non-perishables, as well as the presentation of sales commissaries as a service institution. The Subsistence course is primarily designed for Regular Army Officers course. It is exposed in a period of six months to the equivalent of two full years of graduate university study. He becomes familiar with the streets of packing town, how it smells; the blood of the killing floor, the chill of the cold room. He knows the fruit auctions and the vegetable markets. He has watched bottles grow from molton glass, cans come from sheets of tin. His ears ache from the clatter of the cannery and the mill. In 1040 hours of class room, laboratory and plant visitation, which represent more than 60 graduate college credits, this Subsistence course gives the officer a base from which to grow. A diploma from this school is not a certificate of expertness, but rather a beginner's license from the further development in the specialized field in which the graduate has found an interest. How fine a Subsistence officer has been trained will depend on his desire and will to follow the new paths which have been opened. As with any advanced course the officer who takes away the most is always the one who has given the most and who enters the school with the broadest foundation on which to build a base. At the end of the six months' course, I am reading now a list of categories we made up to apply to the graduates of last class, as to where they might be best fitted: Food service supervisors, procurement officers, sales officers, subsistence specialists in the Office of The Quartermaster General, Bakery officer, instructors, potential, in the various schools, and possibly commandant and Army Area service schools. We have to stop that for a minute because I want to talk about a course out there which is more or less my pet. It is called the Master Baker's Course. It's my pet because I am a little hepped on the subject of bread. You know I was entertained by one of our industrial friends recently at a restaurant and they were very happy to serve me a specialty called "Milwaukee Rye." I am fond of rye bread; I don't think the present civilian white bread is worth a dam, and my best description of the so-called Milwaukee Rye, which is a high priced piece of bread, was a gray paste, with crust glued on, and I mean that literally. It was just absolutely inedible. We have there a group of twelve tech and master sergeants all of whom are presumed to have had five years of actual experience in a bakery company who are given advanced training in the entire art. They are doing a marvelous job there; they really are. And we follow thru after their graduation to see what assignments they have and what improvements are effected in their new assignments, if they actually get a new assignment. As a slight indication of the good that is being done by that course, we have gone, as a side line, into bread scoring business, serving the Fifth Army right now, and we are having samples come in from the Second Army and shortly from the Air Forces. (By illustration) Whether you can see this or not, but here are some graphs made which I think now rest on the desk of Colonel

Ashton in Chicago, unless he has thrown them away; I hope he hasn't, which shows the results of bread scoring. This is meaningless excepting one factor. If you are accustomed to reading graphs you will notice that the tendency to go right up as soon as bakers know they are on the spot and are having their bread scored. We are interested because in some of these spots we have some of our own master baker graduates, and the quality of bread goes at once. The results of our activities in the master bakers schools is taken daily to Headquarters Company of the Fifth Army, which is located in Chicago, as you know, and I am told that the bread-eating habits of the soldiers there have changed almost overnight, where formerly they were eating civilian bread and they had trucks loads of bread uneaten, moldy, green what not. But today the consumption of bread has doubled due to decently baked Army bread. We have a very important program in connection with our Subsistence School. I think it is of basic importance. It's an investment in the future - a damn cheap investment - and one that will pay us enormous dividends and that program is known as the Reserve Research Training Program. Very briefly, some 21 reserve officers who are college graduates in specific fields have been given what amounts to a graduate scholarship at a number of the universities to pursue their studies leading to a doctorate in various scientific lines. The thought being ultimately that they will tend their studies, forge problems which affect Army problems, particularly in the line of food technology. Now, we are already getting results from that program, which is only one-year old, in that a number of the students already are embarked on a research investigation of problems which effect us specifically, out of which may merge some findings which will be of propound influence in our own activities. I regret to say at this minute funds to continue a certain phase of that course have been thrown to one side in line with the old program of cutting appropriations. In fact, I think it's a damn shame; it's awfully shortsighted. We are also working for another proposition which will give us dividends in the future; namely, what might be known as an extension course program. The idea is to work up a series of brochures and lessons which will be on call from any part of the Army, Reserve Corps, National Guard, and what have you. Now, as a sort of an immediate implementation of that idea at the request of the Navy we have recently set up a two-weeks epitome course, I call it, for Naval Reserve Officers in the area of Chicago. Some 60 will be trained and given a brief survey of what our Subsistence School has to offer. In closing, I am sorry I haven't got more time to go into this thing more thoroughly to present the details of the DPI, Detailed Program Instruction, which I think would be of interest to some of you. I want to close by stating that we need support from every source, from the public, from you officers, from Congress, from our Chiefs. We need support in the way of funds. We need support particularly in that there will be real selectivity in the kind of men that are sent to us, whether officers or master bakers; that they will actually be men who have met the entrance requirements, so to speak and not some one sent there merely to fill a quota. This is a waste of money and a waste of time and the sign of unawareness on the part of the person making that

designation as to what we are after, and a lack of concept of what his own job calls for. It comes back to the old idea of preparedness. Preparedness in peace or war means proper utilization of the resource and of your manpower. When we train a man and graduate him from our school, for heaven sake don't send him somewhere he will never hear of food again. It's a waste of time. and time will be actually precious in 2, 3, 5, 10 or 20 years from now ... If you know what I mean. Thank you very much.

COL. HARDING

May I have your attention please. We have with us this morning Colonel Paul Logan. He needs no introduction to most of you here, as he has been identified with food in all of its phases in the Quartermaster Corps for many years prior to his retirement. He is now in Chicago as Director of Research for the National Restaurant Association. He will now talk to us this morning on the methods of food preparation and preservation. Colonel Logan.

COL. LOGAN

Nat'l. Restaurant Assoc.

Thank you, very much, Colonel Harding, General Feldman. It is indeed a great pleasure for me to participate in this conference and thus keep informed of the progress being made by the Army in this all important field. I very much regret that circumstances prevented me from attending the previous sessions for they must have held a wealth of inspirations and information. I note from the program that General Larkin delivered the keynote address. Knowing his attitude toward Army subsistence work and his deep concern over ways and means to improve soldier feeding, I am sure that his talk was an inspiration to all of us. I also note that Mr. Hennessy, Mr. Shircliffe, and Mr. Mardikian were among the other speakers, as well as Mr. Appel. Am I right, was Mr. Appel here? Both Mr. Shircliffe and Mr. Mardikian are among the outstanding restaurateurs of America. Very few people indeed in the entire world have the knowledge and appreciation of food that Arnold Shircliffe possesses, and Mr. Hennessy has no peer in the food field, especially in the hotel field, and by those of us who have worked with him and throughout the public feeding industry he is known as America's Number 1 food man. Mr. Appel is one of the leading cold storage operators, progressing in research and development, and undoubtedly was the prime mover in establishing the cold storage and meat section of the War Time Food Service Branch in this office. I am sure the material presented by these men has brought you up to date on food and activities concerned with its preparation. Your inspection of the radar range. Have you had that? Now, I have something to talk about. As indicated in the program, I thought you had seen this. When you do see it you are going to have a look-down the avenue of tomorrow as far as food preparation is concerned. I hope, therefore, that you will pardon any repetition on my part of the things which you have already heard or seen. In this marvelous day of scientific discovery and development, nothing has surpassed in far-reaching effect the improvements which have been made in the production, preservation and use of food. Food is, and will continue to be, the number one problem of the world. When that problem is solved, most of the other problems and the prospect of continuous international strife will automatically desist. The man who can make two blades of grass grow where one previously grew is greater than Caesar. It was my good fortune to be placed in the position

during the past seventeen years where matters pertaining to the development of food stuff, preservation, storage and distribution of food, the preparation and service of food, and discoveries and developments in the field of human nutrition became known. My purpose in being here today is to review briefly this amazing panorama with a view to increasing the efficiency in Army food service. First, I think I should like to talk about raw materials. Some of the developments are quite new; some of them taking place over a period of 50 years, but most of them would astonish and amaze and bewilder your grandfather or your great grandfather if he were here today. Take the item of beef cattle. The cattle of 1900 - that's 47 years ago - I don't like to disclose my age but along about that time of life I was driving cattle for my father and every year we got train loads of long horn cattle up from Texas into Iowa to feed them. To think that that critter which had just enough beef meat on him to sustain his carcass, keep him from falling apart, the rest of it was hide, bone, horns. To compare that critter with the short-horn hereford of today, the yearling beef, and you can see in a period of less than 50 years that an entire new type of animal has been constructed. When I came to Washington in 1936, the Federal Specification under which we procured lamb prevented us from accepting a lamb that weighed more than 35 pounds because at that time, which is 12 years ago, a lamb that weighed more than 35 pounds was probably no longer a lamb; it probably was a sheep. At the beginning of this war, 1941, we looked into the question of lamb and found that the heavier lamb would cut out much better, was much more economical, the specifications were changed to 45, then 50, then 55. I don't know where they are today, but 55 pound lamb is now a better cut out critter than the 35 pound lamb of 12 years ago and it is due to a breeding program in which a better boning structure was built. Out in the State of Iowa and up in Minnesota at the present time there is a miracle hog under way. I saw three pens of these hogs out at the Waterloo stock show last year, and this is a case in which in-breeding, back-breeding, and cross-breeding has been done with the control of the genes of physical construction which they want, so this hog has long hams, they are very meaty instead of fat, very low shoulders which makes for a very small amount of weight in the shoulder meat. It is about an inch and a half longer between the hips and the shoulders which gives two more pork chops and his back is flat instead of curved down so that the eye of each pork chop is about half again as big as a standard pork chop. Here is the first time I have had the pleasure of seeing a man draw up a specification for a hog and then build the hog according to this specification. These things are taking place out in the Western part of Iowa and in Nebraska, out in Idaho and down in Texas. Over the last three years there has been an ever-increasing development of the broad breasted bronze turkey. Today, because of the tremendous yield of this bird in the form of white meat, there is a standard article on the market known as the turkey steak. They are cutting steaks off of this animal and selling them as steaks, not as

part of the bird's carcass, but as turkey steaks. They are being used extensively now in the Southwest. Over in the vegetable kingdom. In 1910 no good farmer in Illinois apologized for having a 35 bushel per acre crop of corn. By hybrid operation, cross breeding, they brought corn to a yield now to more than twice that. Today, the farmer of the corn belt doesn't care to talk about corn at all unless his yield runs from 75 to 100 bushels per acre. The same thing happened on oats; the same thing happened on the sweet corns, which is used for canning and for sale as sweet corn. The old Golden Bantam Sweet Corn, a delicious ear of corn, had eight rows of kernels on it. Now the Iowan is about a half again as long, maybe twice as long, and has twelve rows of kernels on it and the corn is just as good. Potatoes, potatoes for a specific purpose are being raised in different parts of the country. You all know the old knotty, deep-eyed Irish cobbler potatoes. You wouldn't recognize the Irish cobbler today, it is so streamlined. And there is a move afoot right now to take an analysis of the whole United States on Potatoes in order to breed potatoes better for specific purposes; that is, you all know that an Idaho potato, the russet of Idaho, is a good baking potato, that is you assume that it is, because it is a high mealy potato, but there is great need for potatoes for deep frying, for potato chips, and for salad potatoes, and these call for characteristics which are now being bred into potatoes. One hundred twelve varieties of sweet peas were tested before one was found which was suitable for quick freeze. That was the Thomas Lexington, and since that discovery was made the Thomas Lexington now has been bred until there are about five varieties, all of which the Thomas Lexington sired, each one an improvement upon the other for this quick-freezing program. Down in Louisiana, over a period of 15 years, Doctor Julius Miller, University of Louisiana, has been working on sweet potatoes. Today, throughout that area West into Texas and East to Alabama is being produced a finer sweet potato than was ever grown before. It has more than three times the Vitamin A content than any other sweet potato. It is known as Puerto Rican Unit Number 1. This year, the Louisiana people are putting on a great advertising campaign on the golden sweet yam - well, that's Puerto Rican Number 1. Less than two years ago out in Iowa they discovered that the old Willow Twig apple, which everybody in thunder knows that for two decades as far as use is concerned, has about twice as much Vitamin C as the ordinary apple, and there must be some close relation between the Vitamin C content of the old Willow Twig and its excellent keeping qualities. It will out-keep any other apple. So an investigation of that is underway with a view to cross-breeding that quality into some of the better known apples, such as the Delicious, and the Northern Spy, and Stayman Winesap, and so forth. In the orchards, great work is being done to improve the growing conditions of apples and citrus fruits. Now this same sort of thing is taking place in the entire food world, in the entire vegetable world of raw materials; that is, in the production of them. Insecticides, fungicide, that protect or enhance the growth of a crop are being used. Concurrent with this

development in raw materials there has been a development taking place in the technique of harvesting and marketing these perishable supplies. Careful study is being made of the effect of climatic and soil conditions upon flavor, keeping quality and the nutritive values of fruits and vegetables. And most important of all from a marketing standpoint is the study of enzymes and the relation of temperature and humidity to their activity. Now you all know that in the vegetable and animal kingdom of food, whether the item is growing in its natural state, or whether it is in storage, it is filled with enzyme which effects a continuous change in the physical structure of the product and which assists in the completion of the life's cycles. The fact is I am under some enzyme operations right now I suppose. In the case of fruits, the enzyme changes the starch to sugar, which is good up to a certain point. In the case of vegetables it changes the sugars to starch, which is bad. In most cases the enzyme will break down the connective tissue in meats, and that is the thing we call tenderizing of meat. Now, the activity of these enzymes is speeded up or slowed down by certain conditions of temperature and humidity. Studies have been, and are being, made of every product. I suppose that Dr. A. K. Balls of the Western Regional Laboratory has more knowledge and information on enzymatic action than almost any other man in the country, and he's continuously studying this one problem to determine what amount of enzymatic activity is desired in a product and how it can best be accomplished. All of these products are living, breathing things which must have a certain amount of oxygen or they will smother to death. If you wrap a lemon in aluminum foil so that it cannot breathe, the lemon will be dead in 48 hours. The activity of enzymes is usually determined by measuring the respiratory rate of the product, how fast or how slow it breathes and gives off carbondioxide. Now as an example of this enzymatic action and what it means in the control of storage materials in the case of sweet corn. Sweet corn will come off the stalk if it's taken at the right stage of maturity, which is called the cross-over between the dough and milk stage. And it is very high in sugar and very low in starch, a most wonderful vegetable, succulent, tasty, flavorful, and something that very few restaurants, hotels, and city folks ever tasted, because when corn is harvested it goes into a high respiratory rate if the weather is warm, and it is usually warm at the time of corn harvest. Down at the University of Ohio we put up a measurement of this, measuring the carbondioxide breathing rate of the corn in terms of milligrams and under varying temperature conditions, and it was found that the corn at 40 degrees temperature, corn that was chilled within two hours after it was harvested, had a very low respiratory rate, that corn harvested and held at 86 degrees temperature, which is normal corn-field temperature, had a respiratory rate 11 times as fast as that which was held at 40, and in less than 6 hours the corn held at 86 degrees was no longer classified or could be classified as fresh corn. The respiratory rate or the activity of the enzymes caused the quick conversion of sugar to starch, the contents had now become tough and full of starch, and the kernals were covered with a

thick, tough skin. This information became the basis of the great operation. The A&P Company have now undertaken a field chilling of corn in order to get it to the consumer within 7 days, having been field chilled and held under refrigeration continuously until its sale. Last year I went outside of Philadelphia and witnessed the night harvest of sweet corn in that area. It was harvested between midnight and dawn with a searchlight operation and it was cooled and was immediately put into refrigeration and then brought out of refrigeration and put on sale the next morning. Nine hundred sixty bushels were harvested that night of 50 ears per bushel and women stood in line. I thought there were nylons for sale, watching the women line up to get this corn. It was all gone before 12 o'clock noon. That is what people think of this material when it can be handled in the proper way. Another example is the example of apples, enzymatic action, respiratory rate and the life's cycle proceeding at high speed. The proper temperature for the storage of apples is 32 degrees - fresh apples. The normal orchard temperature, when it is harvest time, is 70. Apples held for one day in the orchard in a lug box at 70 degrees moves thru a period of ten days of their life's cycle as compared to one day if they are held at 32. It's not an unusual thing for fruit to be sometimes 3 days in the orchard in the lug boxes or in the field warehouses before it gets to cold storage. Three days in the orchard or in the orchard warehouses means that that apple has lost 30 days of its storage life. Very few apples have anything more than four months of storage life and you take off 30 days right then at the beginning you will see what happens in the economics of handling of an apple crop. We have all seen this business of hanging beef and packing it down until it grows whiskers and it's aged, it's ripe, and it is fine to eat now. That takes from three to six weeks. Now by controlling temperature at 38 to 39 degrees and relative humidity 92 percent in a clean atmosphere, beef can be aged completely; that is the connective tissue in the beef broken down by enzymatic action. Under perfect operating conditions, the Kroger Company introduced light to purify the atmosphere but incidental to that they added heat, so they are ripening beef actually at 68 degrees temperature in a period of 48 hours. They get the same effect. I wouldn't recommend that for anybody who doesn't have perfect, absolute control of conditions, because 68 degrees temperature is a dangerous temperature on meat. And all of this has lead to the development of pre-cooling products at the time of harvest. Field coolers, ice sprayers, and so forth are used and also the use of hormones to retard the ripening of fruits. Now in the apple area of Wenatchee and Yakima, this is the second year of continuous use of hormone sprays which causes the apple to cling to the tree instead of dropping off. That seemed to be a wonderful thing when they introduced it but it is turning out to be not quite so wonderful because the worming apple will hang to the tree just the same as the good apple and when this goes into the factory it's hard to cull it out. Of course, this brings up the subject of refrigeration. Protection

of perishable supplies by reduced temperatures was given tremendous impetus during the war, primarily, because of the cane shortage which prevented normal canning and because of the high percentage of our canned food supplies which were required for overseas use. This condition, coupled together with the developments in the technique of marketing perishables, caused a great theory in the field of refrigeration. New types of refrigeration, such as freon 22, new high-speed compressors, new insulation materials, have been developed and are now on the market. New theories of refrigeration are being researched. I can tell you of one in which food is being frozen in pans that look like standard ice pans only they are longer. As you know an ice pan is about 2 1/2 feet wide and about 6" thick and about 4' long; this is a little longer. Food is put in this pan which is called a defuser because it spreads temperature later on. The material is taken down by freon 22 to about 40 below zero, or less than that, I think. It goes from there on down to about 80 below zero with etholyn and from there on down to 155 degrees below zero is taken by the propane. And now this material at 155 degrees below zero, two of these pans laid end to end are as long as a reefer car is wide. They fill the reefer car full of these, or half the reefer car which has been built in this laboratory, and then they close the reefer car. It has no icing nor refrigerant in itself; it was simply an insulated car. Over and around this car, around the ends and all thru that room, was circulated at a reasonable speed by fan operation a temperature of 100 degrees Fahrenheit. That 100 degrees Fahrenheit was blown on and around this car for 90 days. At the end of 90 days the thermo-couples registering the temperature inside the car still showed that the material was over 50 degrees below zero. What does that mean? That means that by this kind of a system with an insulated hold on a ship or an insulated train you could ship this material around the world, thru the Sahara Desert, to the Red Sea without using any outside refrigeration whatsoever, and it would hold its present condition. I know of another experiment in which a box 8 by 4 feet, a long low box, is being used for the test is over-coiled with refrigeration in order to keep the relative humidity very high. I saw introduced into this box plums, apples, celery, lettuce, carrots and one or two other articles. They went in at room temperature, and the refrigeration was turned on and a humidifier used to keep the humidity in back of the box continuously at the dew point. It was practically raining in that box all the time. The temperature was moved down to 32 degrees. At the time it got to 32 degrees over every leaf of lettuce, over every stalk of celery, over the plums and apples, and everything, there seemed to be a thin film or coat that you thought was ice. It was a film of some kind, of moisture that held a 32 degree temperature. This material I saw at the end of twelve weeks and it was just as fresh as if it had been harvested one hour ago. The man told me that he had held eggs in that two years; I don't know. But that is what goes on in the field of refrigeration. Mr. Anderson knows that up at the Pierce Foundation at Raritan a company has now a liquid which will move from 70 below to 800 above zero without

solidification or vaporization. The same liquid can be flowed thru this building, for example, to heat one place to the temperature of cooking food in an oven to the other place of heating the place at 75 degrees and into another place to freeze stuff solid with the same liquid and without any wastage of the liquid. Out on the Pacific Coast is a new item coming into use; it is in the form of germidical ice. I only mention that in passing here and I will speak of it later on. Now, as to the preservation of food. There are a number of ways in which food is preserved. Sterilization by heat and the exclusion of oxygen is called canning because it was originally put in a metal that we call a can, thus the term canning; preservation of cooked, blanched or raw material by freezing; preservation by the destruction or arresting of enzymes and the removal of water, called dehydration, and we have preservation thru chemistry and preservation thru applied physics. Canning, of course, is the form of preservation which has been in greatest use in this country for the last three quarters of a century. Whether it will continue to retain that position depends upon developments in that and competitive fields. During the war great improvement was made in tinplate thru electrolytic plating. That improvement was made in the base metal, steel, thru cold rolling. In the past ten years, however, the glass industry has produced annealed glass-type package which is just as tough as metal and can be used satisfactorily for all canning purposes. Product control out in the field, that is, in the growing condition and in the harvesting condition, and better cannery operations have been realized every year for the past 50 years. There are a few new developments underway in the canning field. The extraction of fruit and vegetable juices without oxidation and their sterilization by flash pastuerization. So that gets away from the old idea of blanching, heating a product, putting it in a can, sealing the can, and then giving it a long cook in a retort in order to get it sterilized. Now, the product is flashed by a temperature up to 280 degrees, I believe, no, not that high - 240 degrees, for a matter of seconds, the same sterilization is accomplished and the product has no loss of flavor or color. This is now being used on juices, particularly tomato juice and fruit juices, but this year they think it can be applied to the more viscous fluids and communitic products, such as baby foods. They are now also studying a system in the canning laboratories in what they call the heat, cooled fill system. They heat the product, sterilize it, fill a can that is sterilized and cool it before it goes to cooking. Under the present system, as you know, they heat it, fill the can, seal the can, then cook it, then cool it, and that's what makes canned foods taste like canned foods. There is nothing wrong with the flavor but it is just something a little different than the fresh fruits. In the freezing preservation of food, from 1920 when Birdseye came thru with quick-freezing, up to 1942, I think we had developed some 16 or 18 freezers in this country and they were doing a find job. The volume, however, wasn't too big; in vegetables it amounted to about 70,000,000 pounds. In 1942, they expanded this industry for war purposes by 100 percent and we realized the expansion for ths use of the Army, but along with that every Tom, Dick and Harry who could get ahold of any

kind of a freezing machine went into the frozen food business because whatever he put on a counter Mrs. America would buy. So there were about 560 people got into this business, and in my opinion most of them didn't know what they were doing, technically speaking. The result was something over 600 million pounds of vegetables in storage last year, a substantial percentage of which was poor material. However, I just mentioned that in passing; that all will clarify itself. Quick freezing is now an important and increasingly important means of food preservation. There is the Birdseye freezer, the submergent freezer used by the fish industry; the fog freezer in which a brine fog is blown over a product, used to some extent by the fishing industry; a new gravity freezer in which peas, blueberries and things like that are all frozen independently one from the other and when they are frozen it is like a handful of gravel. They are not frozen into a chunk; there is the air-blast freezer that is commonly used in the home freezer; the vacuum freezer which is a brand new thing; the fact is some experimental work is under way now to freeze products solid without any kind of a refrigerant, simply by the use of a vacuum, using the latent heat of fusion which you take out of a product as you draw heavy vacuum on, and then step it down from one vacuum to another and you can actually take the product, freeze it solid, and have no refrigerant in the vicinity at all. Down in Texas, a machine has been developed in which a sugar solution is run down as low as it can get. It goes down about zero. At that time all of the water in this solution is in fine, fine crystals and it flows with the sugar solution in a current that goes around thru the machine. Into this current is dropped fragile things, like custard with raspberries, slices of clean peaches, and things which are very fragile in structure, and they are immediately frozen on the surface as they rock into this liquid which prevents the breakdown of cell-structure in the product; and later on when it's thawed out, it comes out just the way it went in, in full shape. That machine was put into use last year and it will be put into big use in the near future. There has been a tremendous increase in home preservation of food by freezing, the farm type freezer, which is simply an air-blast, a little fan inside of the freezer, has brought about a tremendous increase in the home preservation of food by this system, and the increase in locker plants around the country is simply astonishing. Along with this, of course, is the necessity of development of containers, because frozen products still must be so handled as to preclude the air, the oxygen. The leaders in that are the DuPont Company, who have developed that many, many kinds of cellophane, but one which is known as MSAT-87 cellophane, is a moisture, vapor-proof, deep sealing cellophane which is just as good as the hermetically sealed can, as far as the exclusion of air and moisture. The Goodyear people with the pliant film, the aluminum foil put out by the Reynolds Metal Company, then we have waxed cardboard and other packages have been developed for use of the frozen food industry. There has been introduced during the last two years on the market pre-cooked frozen foods. I think most of you are familiar with

the Maxim Blue-Plate meal put out in Long Island in New York and they were using about 18 menus, one meat and two vegetables, cooked, put onto a plastic plate, frozen solid at 40 below zero, then a little electric whirlwind oven about 15 x 21 x 20 inches which would hold six of these plates of solid frozen food, pre-cooked foods, put into this little whirlwind oven and the door closed, and the button turned and 15 minutes later you could serve six people with steaming hot meals. This was and is an expensive operation. The Navy was buying about 3,000 of these per day for awhile; they discontinued it, I believe; I am not sure. They were using them on long-distance airplanes and so forth. The item is for sale in Macy's and other places in New York City; I don't know how well it's doing. But along with this has come into the market a host of cooked foods that have been frozen. A fellow by the name of Silas down in Louisiana is putting out Gumbo and one or two other creole soups that he freezes in a solid block and is selling all over the United States. A survey of that field indicated something over 150 items such as raw pies and bakery products, meat dishes, soups, vegetables, desserts, and so forth. In this field of freezing there has also been some very worthwhile developments in the last couple of years in concentrated frozen fruit juices. Now we have been looking at concentrated frozen fruit juices for a long time and Helen Burns and I had examined some of them about 12 years ago and found that the juice was all right if kept in the refrigeration continuously and didn't leave it open too long after you have cut the can and so forth. But now they've got some concentrated fruit juices that are absolutely superb. You couldn't tell them from absolutely fresh juice and they stand up for a good long time. We also witness right today the beginning of the distribution of meats in the form of individual cuts from the packing house itself, cuts of roast, steaks, and so forth that are put up, wrapped, frozen mostly solid and shipped out for distribution just like cans of merchandise would be. Then, of course, in a standard production way I have mentioned the quantity of vegetables. Well, the fish industry and the fruit industry are just as big as far as this frozen food is concerned. Now, on dehydration. Dehydration is, of course, the oldest form of food preservation. It was used by the Egyptians; it was used by our Indians; everybody knows something about the foods that were used by the American Indians, which was dehydrated meat and cranberries and so forth. China still uses a great quantity of dehydrated sun-dried foods. During the war, this system was developed as a war necessity, this method of preserving food. First of all the Chamber system, then the Tunnel System, then the technique of concurrent and counter-current air flow, the study of enzymes, particularly the catalase and peroxidase systems, that are found in most vegetables which caused them all to go bad when they were overseas. That was the first year of production when we didn't know about these things, and then about the packing of the material, and so forth. They used mostly carbondioxide and nitrogen. Clarence Birdseye had invented and built a new machine for dehydration and he avoided that word and called it an anhydrator, which means the same thing, which embodies

within itself all the good techniques learned during the war. It is a marvelous machine. There is one of them out in California now. In some of our studies we learned that the moisture content of vegetables must be low. The vegetables wouldn't keep if the moisture content wasn't low and I mean low, from 4 percent down. But on the other hand fruit, if you took fruits down to that by heat you would have a fruit that's no good, so you couldn't go below about 22 percent on fruit. Thru the system of vacuum dehydration being used in Oakland, California, for your apple nuggets which are used by the Army, there you go down to 21 percent by heat, the kiln-dried system, and by 1 percent by vacuum system, there is practically no heat at all, and that product right away is becoming one of the great items of commerce. It's the thing that General Mills is using in double packing that they are putting out for the housewife, onehalf is pie dough and the other half is apples, and she has the package from which she can make a pie in a jiffy and that is the apple that is being used - that is the apple that the Army built up. I know that Frank Adams and Ed Galloway for many years, and I was talking to Frank not long ago and this year he is going to do a bigger business than he ever did for the Army and we took every pound he could produce.

Of course, now we know the answer on eggs. All during the war we struggled and struggled with the problem of eggs and we never did get a complete and satisfactory answer on dehydrated eggs. Part of it was a storage problem, the major part of it is a storage problem, but nevertheless the raw material, that has to be of the right kind. Well, we arrived at the business of getting good eggs all right and having a scheduled program across the year which was very good. We still didn't have all the technique that was needed. Now we know that in order to dehydrate eggs properly and get a good end product you have to change the acidity. A normal egg has about 8.5 percent acidity, which means that it is on the alkaline side; 7 being neutral. Now we put hydrochloric acid in the eggs and bring it down to about 5.5. That puts it down on the acid side, then dehydration and bring it down to below 2 percent moisture; that same egg is then brought back to normal by the use of sodium bicarbonate which is an alkali and bring it back up to 8.5 and that is really a marvelous egg. That egg will come onto the market one of these days as the standard item of commerce.

This year, General Foods are starting to market that new granular potato. That was discovered up at MIT, although a lot of work was done at Columbia. In this case it was simply a question of holding the potato at 40 degrees temperature for eight hours after it had been cooked. Now there was some enzymatic action preceded in that which was very good and that potato was mashed, then extruded thru a ricer, and dehydrated and that potato that they are putting on the market looks like little tiny pieces of burmacelli extruded thru a thin ricer or it can be put up in granular form and looks like cornmeal. That potato can be prepared by pouring hot water on it and stirring with a

fork. It is then ready to serve. Probably take you 5 seconds to prepare mashed potatoes and it is the tops; it's wonderful. Out in Bocterville, California, they are producing high quality onion product chips, granules and onion powder; the same thing down in another place, Gilroy, California. Powdered whole milk, powdered milk solids, and ice cream mixes, you know the quantity of those which were used and you know the work that has been done on that item. I read very recently a prediction of a much more extensive use of powdered whole milk for reconstitution purposes into fluid milk. You know that when you heat milk you are coagulating some of the proteins and caramelize some of the sugars and you get a flavor which you call canned milk flavor, or dried milk flavor. Well, there has been a continuous effort to get past that point and they are making a good deal of headway on it. One of the things which was found to have the greatest effect upon the flavor of milk was its inherent copper content. Copper is a catalyst which causes, or speeds up chemical action, and a little tiny bit of copper in a carload of dried milk will cause it to go off flavor about ten times as fast as one which had no copper in it. so that led to a taking of copper out of the factories, taking it out of spigots, piping, spouts, and everything that was copper. The quality of the milk immeasurably improved. There is no doubt but that in this dehydration industry is here to stay. It, of course, had a severe set-back when the Government procurement was curtailed, but it is now moving ahead again. It's an important item for the Army and for the benefit of the industry; the training of Army cooks in its use and to familiarize all ranks with its use. It is my opinion that a reasonable amount should be purchased annually and used by the Armed Forces. Now, food preservation by chemistry. A few years ago the use of chemicals in the preservation of food was deemed unethical. It was frowned upon by better producers and in certain instances forbidden by the Pure Food and Drug Law; in that case it still is, and it should be, and any attempt to conceal inferiority in foods or to adulterate them by chemical operation should be prosecuted. On the other hand, we have found that good changes can be effected in certain foods by chemistry and these are now coming into use. Take for example the hydrogenization of fats. You all know that there are hydrogenated fats; you have been using them a long time. That's a chemical operation brought about by the addition of molecules of hydrogen to the chain of fat, of the soft fat, by a nickel catalase that is used. It is not harmful; it very, very greatly improves the quality of material for certain purposes. Then there is the use of diathetic-malted flour to accomplish proper aging and to remove the so-called green condition of flour. The use of solvent, such as hexane to remove fat from soya bean flour, and you couldn't eat it if the fat wasn't removed. The use of ascorbic and citric acids to prevent discoloration in peaches and apples and other foods which contain the catacole tannin. There is a very doubtful use at the present time of hydrogen-peroxide in fluid milks now being tried in Italy, or mycrolysin even at the rate of 2 drops per quart. For the same purpose, it is now being tried in France. I am sure our Pure Food and Drug

Administration wouldn't stand for that. Then, there is the preservation of food by applied physics. The most striking example of this is the use of the Endolader system. That is the passing of a cereal grain thru a centrifuge at a terrific speed and all of the weevil eggs which are in that, and you know they are there, are all destroyed. The cereal is completely purified and if it is put into a moisture vapor-proof bag it will never cause you any trouble in that angle again. There is also the use of superheated steam for removal of odors from certain fats and soya bean flour is also debittered in this way. And then there is the new process of food sterilization by electric bombardment and by electronics. A recent demonstration was held in New Jersey in which 2,000,000 volts of electricity, I think - I don't want to be sure of that figure, a high voltage of electricity was used to bombard food that was packed under it, the food being in a package such as the cellophane package. That food then became completely sterile and you could throw a pork chop or anything out on a desk and forget about it; it needed no further protection of any kind. The food and the atmosphere in which it was stored was completely sterile; there was nothing to go wrong, so that bombardment process may open up a new field in sterilization of food. Of course, right now it is an extremely expensive one. And then the use of electronics for the sterilization or handling of foods, this is the use of an electric impulse of speed. This radar range put out by the Rathen Company of Waltham, Mass., is being demonstrated around the country for the cooking of food and I think you will see one over at the Pentagon Building. Here you have electric impulses moving in the form of radio waves from a positive to a negative pole at the rate of 3 billion per second. As that happens, the molecule - all food consists of millions and billions of molecules. Every molecule, as the electric impulse passes to the positive plate elongates itself into a raindrop shape. As the electric impulse moves back to the negative plate it reverses its operation; it moves into an elongated shape. Well, here you have billions of molecules going crazy, reversing themselves in this operation at the rate of 3 billion times per second and the friction caused by that is what causes the heat to develop. So, you have the application of energy, not the application of heat. Well, then you have the preservation of food in a second-hand manner, by sanitation, laboratory studies of microbes and their control. The Army mobile laboratory certainly opened the eyes of a bunch of canners around this country on thermophilic bacteria, and it caused many changes in plant operation in one year. The first year those 15 ton labs went around they were somewhat feared and somewhat hated. The second year the canners pleaded for them to come back; it showed them so much of what had been causing them trouble before.

Then there is the use of the germicidal lamps, the ultra-violet and the infra-red rays for surface and airborne bacteria. These will not penetrate any surface and are therefore good for just that. If you put a germicidal lamp in a refrigerator and pass a current of air that will draw the air past that lamp you can get a chill of about 99.9 percent of all the airborne bacteria. They are very fine when they are

limited to their proper use. Then there is the use of activated carbon for the deodorization of storerooms. That is being put into great use this year in the great cold storage plants where you have apples along side of some other materials. These odors which transmit from one food to another are all prevented by the use of activated carbon and this contamination is done away with. It is really quite a thing. Then the use of German antiseptics and germicidals in cleaning up places, such as the ordinary salts of ammonia, wetting agents, new detergents, soaps and abrasives. The use of this germicidal ice that I spoke about a minute ago. It is really a marvelous thing. It's chloramine key with sodium benzoate put into a standard ice pan and frozen. The ice is then ground and it is just used to pack fish or other things just in any way that ice is used. As the ice melts, which is it's normal function, the antiseptic is spread over the surface of the fish and completely prevents bacteria growing. I tested some fish that were so-called fresh fish 21 days old, packed in this ice, and I assure you that there were as fresh as the trout you would take out of the stream one minute and cooked the next. I never saw anything like it. This is going to have a great effect upon certain kinds of food. Now, as to the cooking of food. Cooking is a combination of science and art with the former predominating. Almost anyone can read and follow instructions, can carry out the scientific part of cookery if he has the equipment and measuring devices needed for the work. It takes many years of experience and the proper temperament to develop the artistry side. We have very few real food artists. You have listened to three of them on this program. The scientific side of cooking is merely the proper scaling and mixing of ingredients and the application of the correct time and amount of heat - now for a specific period of time - the correct type of heat. This, of course, requires scales, measures, thermometers, correct pots, pans and utensils, and a willingness to use them. A number of our better restaurants at the present time are having all of their ingredients for a menu dish weighed or measured into the exact amount needed in the storerooms. These ingredients are delivered to the roast cook, the fry cook, the vegetable cook, sauce maker, etc., who have a procedure recipe which tells him how to mix and cook the menu items, and if he comes out even like the boy trying to put the watch back together, he is all right. It works like a charm, except in the case of these self-styled artists who imagine they can work better by using a pinch of this, a handful of that system. Now kitchen equipment - very little change has been made in cooking equipment normally used in the kitchen since the war. Tremendous demands for replacement of worn out materials has created a backlog of orders which in many cases can not be produced in the next 18 months. Nevertheless, the equipment manufacturers are doing a lot of laboratory work which will be put into production when competitive conditions arrive. The use of stainless steel is coming back into greater use. Stainless steel is not satisfactory when used as a griddle or hot top. It develops spotty heat and after a few months of use will become quite discolored. It is now being combined with copper for this work.

Thermostats which will remain accurate are now becoming available. Electric people are out in front at the present time on temperature control instruments but the gas people are not far behind. Innovations in kitchen equipment include new types of mixers, grinders, choppers, steak cubing machines, and so forth.

COL. LOGAN

Nat'l. Restaurant Assoc.

That every officer should be required to take in his junior year a comprehensive course in study. Any experienced officer can tell you that all other welfare measures put together do not have the effect upon esprit and morale as does the food which the soldier receives. But what most of us fail to realize is that we are, in our construction and in our daily activities, what we eat. If you run a 100 yards at top speed you will end up inhaling great gobs of air. In order to get sufficient oxygen into the lungs to impart to the red corpuscles of the blood which are being pumped through at a great rate, they in turn can carry the oxygen down into the blood for the combustion of heat and the production of energy only by the iron which they contain. Now red corpuscles are manufactured in the marrow of the bone. And the manufacturing job slows down and sometimes fails, if folic acid is not present. Folic acid and iron are definitely items of nutrition. Whether a soldier sees the enemy first or whether the enemy sees him first in the darkness may depend upon which one is deficient in Vitamin A, which causes night blindness. And therefore the fellow who didn't eat his carrots will be the one who dies. The war time study of high altitude diets developed some amazing facts. At 20,000 feet or higher the fellow whose digestive tract contains a lot of proteins loses about a half of his depth perception eye sight, and a lot of his muscular coordination. This condition did not prevail where the diet had consisted of carbohydrates. There isn't a march or maneuver or nervous tension of battle or skirmish, but what each individual is adversely or advantageously effected by the food he eats or has eaten. It would pay the army in calculable dividends if every officer had a practical working knowledge of nutrition. And the interesting part is that the study of nutrition to the average individual is as fascinating as it is profitable. Now the attainment of your present position as a division in the Quartermaster Corps is basically the result of the work of the committee appointed in 1945 by the Secretary of War to examine the work of the army in the field of Food Service. Mr. Hennessy was the chairman, Mr. Andrew Crotty, the vice-chairman. The committee also included Mr. R. D. Clark, Mr. Fred Simonson, Mr. Val Appel, Mr. John McCarthy, who is here this morning, and Mr. Ed Frawley, all of whom had served with the Food Service Branch during the war as consultants to the Secretary of War. The committee also included one gentlemen well versed in wholesale grocery industry and one gentlemen who acted as recorder. The report which they rendered at the end of their exhaustive study rocked the War Department, and brought about the formation of the present system. So after a period of 170 years in which the tail wagged the dog we finally got the animal's anatomy properly hooked up. I'm glad that I lived to see this thing. And I envy you who are privileged to work in the new and properly established Food Service Program. One more great change remains to be accomplished before the picture is complete. And it will surely come in the due course of time; namely, the operation of all Army messes by a Division of the Quartermaster Corps. A Division in which the officers and enlisted personnel will become specialists and

experts in all phases of Food procurement, storage, distribution, preparation and service, as it is now found in the Medical Corps. They will make a Military career of that service. Behind you, gentlemen, were a group of pioneers who in the midst of war plowed the soil, planted the seed and cultivated the crops which you are now harvesting. A few of them are here today. I'd like to pay tribute to those who did the pick and shovel work during those hard days. I'm glad that I was associated with that group and I am prouder than ever today of the Quartermaster Insignia which I wore for 15 years. Yours is the torch of progress. Bear it high. Thank you.

COL. HARDING

Has anyone any questions he would like to ask Colonel Logan?
Take a 15 minute break.

COL. N. P. WILLIAMS

Pres., The Quartermaster Board

The title assigned to this conference is very apt for feeding in the Arctic constitutes a series of problems. The many details, which are merely inconveniences here, are major problems when attempted in extreme temperature conditions. In order to understand the situation, it is necessary to have a clear definition of the problem.

There are many difficulties which must be encountered and overcome even before the rations arrive in the Arctic. Packages must be prepared for overseas shipment. Not the usual overseas commercial package, but one which will protect the contents against extremes in temperatures, dampness and insects. There are certain requisites which must be followed in packaging food for the Arctic. Because of the danger of breakage by freezing, glass containers should be eliminated. The package must be tight, for winds of 40-50 miles an hour which are common to this area, will blow fine driven snow or sand into the smallest crevice. The weight and size must conform to the transportation difficulties in the Arctic, especially Adak.

The difficulties of transportation must be visualized in the light of the inadequate facilities at the unloading point, and the fact that nature is most uncooperative during the major portion of the year. The transportation difficulties magnify the storage problems, for under the present system, requisitions must be forwarded 180 days in advance. This means that an 180 day supply must be stored in the difficult conditions of the Arctic. If this time could be shortened, less stock would be necessary and the requirements more accurately estimated. It is difficult to anticipate food needs for a 6 months period. Rail facilities from the port are limited and even after the arrival of these items at the railhead, they will be stored under most unfavorable conditions. The equipment used in the distribution may be special tractor drawn sleds, weasels or even dog teams. All of these things contribute to an understanding of the types of packages that will be required.

The type of ration must be selected in order to fit the climate. In the Arctic region the soldier must be bundled up in order to protect himself from the cold. Exposure for even the slightest period, at temperatures of fifty and sixty degrees below zero, will result in a casualty. Since his clothing is bulky and unwieldy, containers must be developed which will lend themselves to easy handling in order to make the contents available. Equipment must be developed so that food may be properly prepared and consumed with a minimum of time and exposure. Some method must be developed for producing heat in order to make available edible rations, for they cannot be eaten frozen. The

menu must be selected for the purpose of furnishing maximum nutriment to the body for the minimum amount of energy expended. In this case, we have two conflicting needs which must be met in order to approach a workable medium. The body is a heat producing machine which is capable of converting nutriment into heat. The capacity of this machine is limited. No matter how much nutriment is furnished, there is a definite capacity in its output. This output is below the requirements which are necessary to maintain the body in temperatures of minus fifty degrees or lower. However, in order to develop this major capacity, work must be done, and as work is done, heat is produced. In order to conserve this heat, and make it possible to maintain necessary body temperature, this machine, the body, must be insulated, and in order to insulate it, the capacity for work is cut down. The maximum efficiency of the body to develop calories has not yet been definitely determined. Our problem is to determine what type of nutriment and what quantities are best suited to meet these requirements and these conditions. The tests of last winter indicate that there will be required changes in the eating system. Not only are three big meals each day necessary, but also there must be a lot of in-between meal eating - snacks, such as candy, cookies, and hot coffee. This method provides an almost continuous supply of nutriment to the body which causes the body machine to work at a high level of heat output. However, this high output cannot be maintained for an indefinite period as the body soon becomes clogged with waste and the elimination organ must be given a chance to catch up. Nothing is gained by furnishing a large amount of nutriments since the body can only use and manufacture a definite amount of heat.

In addition, there are other problems of a mechanical nature. The problem of obtaining water in the Arctic is always prevalent. What is the ratio between gasoline and water, when gasoline is used to melt snow or ice? What type of machine is best for producing clean, potable water? What kind of machine must be developed which can bore through three or four feet of ice in order to reach water in streams and lakes? What mechanical methods must be developed in order to transport water from the source of supply to the consumer without freezing? How will the consumer obtain water in a climate where temperature conditions convert spilled water into ice before it reaches the ground? What type of spigot can be used that will not freeze?

What are we going to do with kitchen waste? A certain percentage of all rations, in the preparation, is garbage. The problem of disposing of garbage in either summer or winter is very difficult. In summer, the flies and gnats are attracted and the area becomes unliveable. In winter, it becomes a frozen mass. It cannot be buried and it cannot be left filed. Burning is the only alternative, but this produces both an offensive odor and a large smoke cloud close to the camp area which definitely affords a marker for enemy observers. Even this method requires large quantities of gasoline and fuel oil.

What are you going to do with human waste? This problem is even more pressing, because unless properly controlled the entire area of the camp will become contaminated. Small disposal bags have been tried but they were found to be unsatisfactory, for there must be some type of shelter provided which would afford some protection from the elements. Even then, what to do with the bags or the collection from the shelters has not been answered.

In addition, there are problems for the operation of equipment. Metals take on new and strange characteristics at low temperatures. Steel becomes very hard and brittle; wood becomes like iron (to chop wood is a hazardous undertaking as the axe may shatter on impact); gasoline does not vaporize. So there are problems of starting mechanical equipment. Even fire does not burn with the same relative heat. An understanding of these characteristics must be had in order that the use of mechanical equipment may be understood.

Personal hygiene is still another question. There is plenty of water in the Arctic but it is in the form of ice and snow. What type of equipment can be used to convert this ice and snow into useable water for bathing? What facilities must be developed to clean pots, pans and mess kits used in the preparation and consumption of food? How are we going to make available quantities of boiling water at temperatures below thirty degrees? How is a man going to wash and dry his mess kit? The steam from the boiling water makes it impossible for him to see what he is doing, and the dampness makes him especially vulnerable to the cold. The answers to all of these questions have not yet been reached.

To meet these needs, there were developed several types of experimental equipment. The largest was a kitchen built on a chassis of a two and one-half ton truck which carried three M-1937 ranges on the forward end and two work tables, one on either side, and a 32-gallon can with an immersion heater. The interior was partially lined with sheet aluminum. It was found that all types of rations could be prepared on this unit; the "A" or "B" ration, as issued in the field, or heating the "E" ration. However, this unit was not acceptable as the heat generated and the fumes produced by the three ranges in the forward area raised the temperature so high that the working conditions were almost impossible. The aluminum lining produced excessive condensation. Two types of trailer-mounted units were developed. One had expanded sides which used two small detachment cooking outfits, one on each side, and two twenty-four gallon cans with immersion heaters on each side. The "B" ration could be prepared on this unit but the quantity and variety of menus was limited. This unit was better suited for heating "E" rations and preparing hot coffee, although there were no facilities inside the trailer for serving. The other trailer was merely a small shelter built on the body of a trailer, which provided one twenty-four gallon can with immersion heater. This unit was limited to the preparation of hot coffee and heating the "E" ration. A sled

or wanigan type trailer, using runners instead of wheels, which was pulled behind a prime mover had also been developed. In all cases the trailer-type vehicles were top-heavy and very difficult to maneuver. In addition to the trailer-type units there was also a food conditioner unit which was an ice box in reverse. Instead of cooling the food, a heating unit was attached to the box which delivered large amounts of hot air. The "E" rations were placed in wire baskets and stored inside the unit and when sufficiently heated were withdrawn and placed in insulated food containers, for delivery to the forward elements. This type of unit was not very acceptable as the men were subjected to excessive changes in temperatures, from low temperatures outside the box to exceedingly high temperatures inside, when loading and unloading the wire baskets of the insulated food container. The hot food container was very successful and the Arctic trails indicated that it would maintain the temperature of the food at an acceptable level for a long period of time.

Immersion heaters were adapted to the water carts, but during the extremely low temperature there was not enough heat generated to prevent freezing, and once frozen, thawing was almost impossible.

A workable mess procedure must be developed to coincide with the tactical requirements. By that I mean that it must fit into the transportation and time schedule of combat needs. Just what these tactics are have not been determined. No war involving a large number of men and equipment has ever been fought in the Arctic to give us these answers. We do know that certain groupments of men and equipment must be used and that definite quantities of supplies must be transported and that there will be no road net as in the states. Based on these assumptions, we can visualize what these requirements will be.

A base camp set up where the supplies must be segregated will be difficult to construct and even more difficult to heat. Open storage will be used. The supplies will probably be forwarded to combat centers by air, or perhaps by a difficult road through the muskeg. In either case, transportation will be at a premium and only the most critical requirements will be forwarded to the combat centers.

In the combat center, which is really a reserve where living conditions are approximately normal, there will be a groupment of temporary shelters. These shelters must be scattered over a wide area to eliminate the possibility of bombing. They must be at least partially heated, which means large quantities of fuel oil must be supplied. All the activities will have to be carried on under cover. The problems of supplying water for this encampment will be difficult, and even more difficult will be the disposal of waste. During the winter months a continual blanket of smoke and fog combined will hang over the camp at a low altitude, marking the camp sight as far as the eye can see.

From this camp, there will be spread out in all directions small combat groups; probably company size. They must have some type of heated shelters available which will provide facilities for eating, sleeping and drying of clothing and equipment. This last requirement is most important for a soldier must have the opportunity to dry his clothing and equipment at regular intervals. Only a short time elapses before the clothing and equipment absorbs body moisture to such an extent that it loses its value as an insulating medium, and instead of helping the soldier to combat the cold, it becomes an increasingly heavy weight. A sleeping bag may increase as much as eight pounds in weight during a week's use. The functions of eating, sleeping and drying clothing and equipment in this small groupment will be carried on twenty-four hours a day.

From this outpost, patrols will go forward to maintain contact with the enemy. These patrols will have such routes as will allow them to return within six or eight hours. It has been demonstrated that at lower temperatures a man must return to a heated area in order to reconstitute the heat requirements of his body, at least every eight hours. The activities of the soldier on this patrol will be much greater than those normally encountered. The clothing and equipment must be such that he must not only maintain himself against the cold, but must also be able to carry on his duty as a soldier, which will require additional body exertion. Our problem is then divided into three parts - combat group, the outpost camp and the patrol problems.

The combat group is not too difficult. It may be compared to the conditions in which the soldiers now maintain themselves in the northern limits of this country and in some posts in Alaska. The heating equipment, which is suitable for camp organization, will be used in this situation where heating space can be made available. Water, while available, will be limited. Waste can be disposed of, even though it requires large quantities of fuel oil. Storage space can be provided. The situation here will be very similar to that in the cold weather camps, except that additional nutriment will be required in order to provide the men with necessary fuel to generate additional heat, because of the extreme cold condition. The men must be fed in heated mess halls, using the cafeteria style of feeding. A plastic tray is preferred over the metal tray, as it permits food to stay hot longer.

The combat center problem is much more difficult. The rations are going to be difficult to deliver. Every inch of available space must be used. There can be no waste disposed of in the preparation of the rations. The ration must have a high degree of acceptability, for the soldier will not eat the food unless he likes it. This must take into consideration the eating habits due to sections of the country in which he was born and reared. It has been discovered that acceptability also depends a great deal on what the soldier expects the item to taste like, because of association with civilian products. Baked

beans should taste like the commercial type, that is what he expects. If he gets a new and different tasting baked bean, even though very tasty, it does not have as high a degree of acceptability. The method for providing heat must be efficient and compact. Some suitable method of melting snow and ice, to provide water, must be developed. Some method of storing water so that it will not be frozen again after having been melted, must be provided. A proper space for the men to sleep and for them to dry their clothing and equipment must also be provided.

At the outpost, the problems are increased. The requirements for nutriment are increased and the equipment available to prepare it even more meager. It is limited to heating "E" rations and making coffee. Cooking, eating and sleeping goes on twenty-four hours a day, as patrols will be going out and returning at all hours. The rations must be of the type which can be quickly and economically prepared, with no waster left over. In this area, there will be very limited facilities for disposing of waste.

The patrol problems are even more difficult. The soldier must be provided with some type of ration and some method of heating it which will allow him to maintain himself for a limited period when he is in contact with the enemy and cannot return to his base at the expected time. The equipment furnished him must give him a definite chance of surviving against the extreme cold and wind for at least a period of time. Unless a soldier is assured of that protection you will have a morale problem and the army will collapse.

We have the "E" ration, which is the individual ration, and we have the small individual stove. These two, when combined, are supposed to provide the soldier with palatable and easily digested food under all conditions. However, it was determined by last winter's tests that the stove is not an efficient unit under extreme cold conditions due to the difficulties of lighting. At temperatures forty and fifty degrees below zero, gasoline will not vaporize enough to start even the feeblest flame. The metals themselves take on new characteristics, which makes it almost impossible to start the stove. The close tolerances of the needle valve are upset and even after the stove is started, it becomes very difficult to manipulate with the large amount of insulation which the soldier requires at these temperatures. The "E" ration has become a completely frozen can which means that it cannot be placed directly on the flame, for a small portion of it will melt and burn long before the remainder has thawed out. The canteen is no longer of any use to him, for no water can be carried without freezing almost immediately. It would have to be carried inside the soldier's clothing, absorbing a considerable amount of the soldiers body heat in order to keep it from freezing.

The problems in the Arctic are large but not impossible. It is not difficult to live there, but as the temperature goes down more time

must be given to doing the things necessary to sustain life. At temperatures of minus fifty degrees or lower sustaining life becomes a full time job with our present equipment and experience.

Our job is to develop equipment which will be better than any other nation, and permit the soldier to not only maintain himself, but carry out his mission as a soldier as well. When this is done, he has a big advantage over the enemy. To do this there are a number of suggestions to which we should give careful consideration.

1. All procedure, now laid down, should be carefully studied to determine if changes should be made or modifications made. Many of the accepted standards no longer apply. I would suggest the following:

- a. Increase the number of cooks. They not only have to prepare more food, but it has to be done under very trying conditions. They will have to work with limited means and at the same time prepare a highly acceptable item.
- b. There should also be an increase in the ratings so as to attract a better quality of cooks. We should train as many cooks as possible, because it is only through actual experience that the tricks of cooking under these circumstances can be learned. How to boil potatoes - how to save water may not be considered culinary art, but doing them the right way is important.
- c. The cooks' helpers should be increased, for a routine job here becomes a big problem there. Just cleaning the fire units of a range keeps a man busy for they have to be spread out on the kitchen floor. Additional personnel are required to tend the fires used to melt snow, or the fires used to keep water from freezing.
- d. A can opener, which cuts the can into two halves should be developed. No one understands the difficulty of getting a solid block of food out of a can with a rim on the edge. It would be better to have an opener which will allow the two halves to be pulled apart.
- e. Pressure cookers should be studied. Not only to conserve water, but to shorten cooking time, which at the same time will conserve fuel requirements.
- f. Study should be made to develop some type of self-heating can. This is most essential.
- g. Some method must be developed to provide water to the

individual, either by furnishing an insulated container which will keep the liquids from freezing for a reasonable period - 8 hours - or an individual quick action snow melter.

- h. A snack bar, easily carried, with a high degree of acceptability containing a large nutriment value which can be eaten, even when frozen, without danger or discomfort, should be provided.

All of these things are necessary so the soldier can perform his job, not only in a more efficient manner than soldiers of other nations, but in order that he may survive. With the trials that are planned for the coming winter we expect to gain a great deal of experience, which will serve as a guide to direct us along the paths of proper development of this equipment.

COL. HARDING

Colonel Barksdale, Chief of the Subsistence Branch of the Supply Division of the Quartermaster General's Office who will talk to us on the relationship of Food Service Supervisors with the Quartermasters, sales commissary, depots and market centers.

COL. BARKSDALE

OQMG

Colonel Harding, Food Supervisors, Distinguished Guests, Ladies and Gentlemen.

I appreciate this opportunity to talk for a few minutes to you during this Food Service Conference. Well do I remember what seems a long time ago that I had the opportunity to speak before the first Food Service Conference held in Chicago in 1943. I also remember so well the many hours of work that went into the publication of ASF Circular 45, 1943.

The delays, the red tape, the uncertainty, and the untiring efforts of one of your Consultants, who more than anyone, was instrumental in seeing that food service was started. There were many others on this team, officers and civilians. However, most of the officers are now in other positions. However, I am happy to know that so many of the civilians have continued to be actively connected with this program.

Proper messing as I understand it is still a command function. Food Service assists the commander with expert technical advice, the same as he is assisted by technical manuals, training films and other documents and publications.

They say that all talks either good or bad should have a story to more or less illustrate some particular point. Whether this one is applicable or not, I leave to you.

"It seems that down our way in Carolina, one of the Department of Agriculture inspectors stopped in at a farm house back off the beaten track, in the foothills of our mountains, to inquire as to the number of acres of cotton that were being planted that particular year. A small boy about 9 years old, who stuttered and stammered, came to the door, and the Department of Agriculture inspector asked him if his father was at home. The boy replied, "You must be a stranger around here because if you lived here you would good and well know that my father was sent to the penitentiary for ten years for killing a revenoor". "Then is your mother home" asked the inspector. "You sure ain't been around much " said the young lad, "because everybody knows she was sent to the home for feeble minded in Columbia three

years ago." Well, do you have an older sister," said the inspector. "Yes Sir, but she got married when she was 11 years old and moved to Bone County" replied the lad. "Well, do you have an older brother," asked the inspector. "Yes Sir" said the boy. "Where is he," was then asked. "Oh, he is in Harvard." "Harvard", said the inspector, "do you mean Harvard University up north?" "Yes Sir," said the young lad. "Well, what is he doing at Harvard." "I don't just rightfully know, said the boy, but we hear tell they got him in a jug because he got two heads."

Feeding soldiers for the Army falls into two phases - the buying, storage and distribution of foods to where it is needed which is assigned to Subsistence Branch; the preparation and serving of food to the Food Service Division.

We are assisted in our mission with many other agencies inside and outside the OQMG, some in the other government branches and some in industry. Food Service is also assisted by many other agencies inside and outside the OQMG. I would like to repeat a paragraph from my first talk in food service where I believe tremendous emphasis should be given.

"The Commandants of the Schools for Bakers and Cooks have always been considered, and rightfully so, the experts on food matters. The Commandants of the Schools are especially trained for this work, and carefully selected for their assignment because of their aptitude in all matters concerning food service. It is natural to assume that these Schools will play an important part in the Food Service Program. Personnel of the Schools have been the disciples of proper messing functions and should form the nucleus of the Food Service Program".

I think that statement is just as true today as it was in 1943. The only exception that instead of Schools for Bakers and Cooks, they are now known as Food Service Schools, and correctly so.

I have rambled too much as it is, so must get to my assigned subject, which is "Relationship of Food Service Supervisors with QM Sales Commissary Officers, depots and Market Centers. I have taken the liberty to add bakeries.

SALES OFFICERS

Sales Commissaries are operated in accordance with War Department Technical Manual TM 10-215, Sales Commissary Operation. This publication prescribes the operations of sales officer, and the framework within which the Food Service Supervisor advises and assists the sales officer, and the framework within which the Food Service Supervisor advises and assists the Sales Officer.

TM 10-215 is specific in charging the sales officer, as a member of the Menu Board, with receipt and distribution of menus to the station menu board, computing costs of the revised menu and controlling the value of the issued field ration within the value of a corresponding number of garrison rations. The sales officer checks the availability of supplies to insure that items not available do not appear in the menu.

It is important to remember that the formal "money" accountability of the sales officer makes it mandatory that he operate strictly in accordance with Army Regulations governing formal accounting for sales commissary operations. The penalty for deviations from these procedures may be the suspension of the sales officers account, and stoppage of pay to reimburse monetary deficiencies.

From this formal accountability of the sales officer it follows that the functions of the Food Service Supervisor in operations within the scope and premises of the Sales Officer are advisory and must be so considered. This is a similar situation to the advisory function of a veterinary officer to the sales officer concerning foods of animal origin or other subsistence considered unfit for human consumption. The recommendation is made by the veterinary officer but the decision and the responsibility for the initiation of Reports of Survey must be assumed by the accountable sales officer.

The degree to which the Food Service Supervisor may be of assistance to the sales officer is limited only by the ability, experience, and industry of the Food Service Supervisor. His analysis of which items are preferred, which are acceptable in the menu, and which have limited acceptability, or are actually disliked by troops, is of vital importance in successful control of stock levels and elimination of excess and slow moving items. The importance is emphasized of the necessity for prompt submission by the sales officer of emergency requisitions and the cancellation or diversion of stocks due in to reflect increases and decreases in the troop level and the level of authorized sales accounts. Communications by the sales officer with the market center on emergency increases and decreases should be by telephone or wire.

The determination of necessary substitutions within food groups is likewise a subject upon which the Food Service Supervisor's advice can be invaluable, particularly when timely substitutions avoid deterioration of supplies and losses to the government. When an unavoidable excess of fresh fruits and vegetables is on hand, the issue of canned fruits and vegetables to messes may be decreased or entirely eliminated until the situation is rectified.

In regulating the return of excess stocks to the commissary which have accumulated in the messes, the Food Service Supervisor can greatly assist the sales officer and simplify sales store operations and accounting. Such excess stocks should be redistributed between messes whenever possible.

When necessary to return such stocks to the commissary, they should be turned in one or two times a month, and should not be permitted to dribble back to the commissary on a daily basis.

It is a natural development of a Food Service Supervisor's duties to develop a familiarity with the grades, selections, and prices of branded items and commodities in commercial super-markets and grocery stores in the vicinity of the commissary. This knowledge will assist the sales officer in the proper selection of authorized brands, sizes, and varieties of items, to conform to local availabilities, preferences, and prices, thus avoiding slow moving or unsalable stocks which must be liquidated at a loss to the government.

The Food Service Supervisor can assist in finding disposal agencies for slow moving items. This can usually be accomplished by recommending recipes for the inclusion of these items or through the Food Service Supervisor's contact of various clubs and snack bars found at most Army installations.

There has always been controversy over the merits and demerits of the Field and Garrison ration systems. I know of no reason that a post menu cannot be just as good as any Garrison ration, as the only limitation in Z/I is a budgetary control which is the same in Garrison or field ration. Of course, we cannot authorize the substitution of particular brand name items principally because it would exceed the cost of the Garrison ration, and many of the so-called brand name items do not meet Army specifications. In many cases, existing laws prevent substitutions. At the present time, we could save money on our menu by substituting margarine for butter, but we are prohibited from this by statute. Margarine can be sold in commissaries. This is just one example.

DEPOTS

Subsistence items of central procurement are now being procured from three locations - New York, Chicago, and Chicago's Western Branch in Oakland, California. Field Buyers under these procurement installations buy practically in every state of the union.

Yearly requirements for many of these items, particularly canned fruits and vegetables, are purchased during the heavy packing season, and it is the depot's responsibility to properly store the authorized level of these items, that will insure an adequate supply for the posts, camps and stations served.

Beyond the knowledge that the depot is the source of non-perishable subsistence supplies for the posts, camps or stations, the Food Service Supervisor has no particular relationship. He is vitally interested in the product that is delivered by the depot to the post to ascertain if the items appearing at the mess are of good quality and acceptable to the troops.

BAKERIES

A bakery is a manufacturing establishment, which receives raw materials at one end and produces a finished product that does not resemble any of the constituent material in any of its distinguishable characteristics. Activities in and pertaining to the actual operation of garrison bakeries will as in the past be under the administrative control of the CO of the respective installation. He is responsible for the maintenance, repair, replacement of bakery machinery and equipment, as well as the actual production of bread to meet the daily requirements of the organization dependent upon the bakery for this manufactured product.

The Food Service Supervisor insofar as bakeries are concerned, should be interested in assuring that fresh bread, tasty and with eye appeal reaches the tables in the mess hall. To that end he assists in determining that bread is baked to assure, conditions permitting, that it is consumed within 36 to 48 hours subsequent to baking. He maintains liaison with the office responsible for bread activities and confers with that office regarding bread production facilities as circumstances dictate. His primary interest should be in the finished product, and if this product is not satisfactory, it should be reported to the operators of this manufacturing facility.

The Food Service Supervisor should assist in determining the amount of bread required and the proper use of this product. He should be in position to recommend corrective action when required to the operators. It may be that the finished product is sub-standard due to personnel conditions, due to machinery in need of repair or others. He should be in position to recommend when the situations warrant that Bakery Specialists both in production and machinery assigned to the OQMG, be made available to this installation to improve the finished product. We do not feel that the Food Service Supervisor should change formulae or procedures.

For your information there has been reported to me, another important function of the Food Service Supervisor in connection with the spoilage of perishable subsistence.

Deterioration and spoilage of perishable subsistence involves the entire chain of distribution - ship, dock, train, depot storage, trucking, supply point, and mess storage as a possible source of responsibility for losses that occur. The Theater Quartermaster requisitions perishables and requests the shipment of fresh eggs, potatoes, root vegetables, dried onions, lettuce, cabbage, and fruits, and often the morale factor is considered over the better judgement of OQMG and the Market Center system, shipments are made which even with perfect handling and no delays en route would be subject to spoilage. This officer maintains, and I believe correctly, that there is a tendency in sales officers in TC and QM to take a fatalistic view that handling perishables involves a rather large loss from spoilage and that nothing can be done about it. Because of this view, and to avoid possible censure for slow or improper

The warehouse at the post, camp or station is provided for storing sufficient quantities of subsistence supplies to maintain food for the post, in order to furnish required rations to troops. The quantities requisitioned depend largely upon consumption factors. Changes in these consumption factors should be constantly watched by the Food Service Supervisor so that the troops can get the quantity of food that they require without excess.

The Market Center's mission is to supply perishable foods for troops both in the Z/I and overseas. The advantages of such a system are too numerous to count at this time, and would be getting off my subject.

In addition to meeting the requirements of perishable foods, the Market Center is anxious to do more. The Market Center specialists, vegeterinarrians, Department of Agriculture inspectors, first try to see that the best foods meeting specifications reach the ultimate mess hall where the foods are to be prepared. Inspections as to grade and condition are exact, and this one factor alone contributes materially to insuring food of the best quality and nutritional value with a minimum of waste.

In addition, representatives of the Market Centers visit each installation for the purpose of mutual discussion with the Sales Officer and the Food Service Supervisor of the perishable subsistence problems. Market Center representatives have been definitely charged with the responsibility to see that (1) satisfactory service is being rendered; (2) that deliveries comply with specifications called for in contracts; (3) that deliveries are consistent with the extent of storage facilities; (4) that proper care is being given to subsistence in storage, particularly fruits and vegetables; (5) that excessive stocks are not being maintained in order to minimize deterioration.

Market Center Administrative Memo No. 21 brings out the points I have just enumerated. Paragraph 5 of this memorandum, states that the Food Service Supervisor is one of the installation personnel that he must contact on his visit. Problems arising should be discussed at that time. The Food Service Supervisor can be of invaluable assistance to the Market Center by assisting the Sales Officer in calling to the attention of the Market Center any discrepancies that occur or seem likely to occur based on troop acceptance of various commodities. We find so many times that even in large posts one particular group of messes will not require the same quantity as another group. Sales Officer's requisitions should be adjusted to prevent overshipment of these supplies. When situations occur that require action in perishable supplies, contact your sales officer and recommend that he contact the Market Center representative. He will be glad to assist.

handling, and to avoid the possibility of the supply of perishables being out off, proper reporting of the actual situation on perishables as a basis for corrective action, cannot be expected from TC or QM sources.

There are many cases of sabotage and losses of perishable fruits and vegetables in the messes due to the inclination of mess stewards and kitchen personnel to utilize canned fruits and vegetables to avoid peeling, cutting and the extra time necessary for the preparation of fresh produce and fruits. This is a major point for control by the Food Service Supervisor.

Subsistence Branch can assist the Food Service Supervisor by furnishing the best available foods within nutritional and budgetary limitations. As pointed out by our Chief of Staff, food furnished the soldier is a part of his pay, and we in Subsistence are anxious that this pay is received in full.

I invite all of you to visit the Subsistence Branch, Supply Division, in the Office of The Quartermaster General and give us your suggestions. Thank you very much.

I believe, Colonel Harding, you said there might be a few questions or something that you would like me to discuss. If anybody has any questions, ask them.

UNIDENTIFIED SPEAKER

3rd Army

In Europe I worked with Subsistence with General Boone for about four months and most all the Quartermaster messes there always had the bone four quarter piece out of medium grade steers sometimes cows but I just wondered if they bought a whole quarter?

COL. BARKSDALE

OQMG

I don't know where they came from.

UNIDENTIFIED SPEAKER

3rd Army

Well, they came out of Chicago

COL. BARKSDALE

OQMG

In ET0?

UNIDENTIFIED SPEAKER

3rd Army

Yes

COL. BARKSDALE

OQMG

To my knowledge we haven't shipped bones. It may be they may have gotten them from some navy ship or possibly from some ships in the harbor but as far as I know we have not shipped any carcass beef except during the meat shortage. I will take that back. You remember last year during the meat shortage we shipped anything we could get our hands on. Cattle, heifers, anything. I think maybe that was when you received it.

UNIDENTIFIED SPEAKER

3rd Army

We got plenty of it.

COL. BARKSDALE

OQMG

Fine. Are there any other questions? Thank you.

Food Service Organization in the Zone of the Interior:

In order to improve Food Service throughout the Army there have been established Food Service Supervisors at all levels of command. The sole duty of the officer appointed as supervisor is "The direction and supervision of the Food Service Program as normal staff function". As indicated in Circular 50, an appointment is made for the staff of each type of command, organization and unit, such as: overseas theater, Air command, Army, Air Force, Corps, Air Division, Division, Brigade, Regiment, Army Air Force group, separate battalion, overseas theater sub-divisions, departments and major base commands thereof, and installations where messes are operated by units not included in the above, based on the consolidated population of units served. Commanders at all echelons are responsible for the execution of the Food Service Program. The appointment of a staff officer at each level of command provides the commander with the means of proper use of these responsibilities.

Required Qualifications:

Officers selected for Food Service Supervisory duties must have a thorough knowledge of procurement, distribution, preparation and service of food. These officers must hold MOS 4114, Food Service Supervisor. This knowledge and background may be acquired through military and civilian experience and through successful graduation from the food service supervisory course.

Enlisted Personnel Qualifications:

Enlisted food service supervisory personnel, known as Food Service Technicians, MOS 1824, are assigned to assist the Food Service Supervisor in the supervision and direction of the Food Service Program for each type command, organization, or unit. Enlisted personnel selected must have an educational and practical background to enable them to qualify for the MOS 1824, Food Service Technician.

General Duties:

The duties of the Food Service Supervisor at all levels of command established for the MOS 4114, Food Service Supervisor are:

- (1) The development of measures for improvement of food service, food consumption and elimination of unnecessary waste and food service.
- (2) The study of food preference, food qualities and quantities, mess operations and related activities.
- (3) The preparation of recommendations and directives and furnishing

of guidance in their subsequent implementation.

(4) Inspection to insure the enforcement of pertinent regulations and instructions with respect to mess operations and other food service agencies in coordination with the surgeon and quartermaster concerned.

(5) The coordination of training of food service personnel to provide for efficient operation of messes and related food service activities.

(6) Other duties relating to the supervision and direction of food service as may be directed by the War Department and commanders concerned.

With Reference to Food Service Supervisors at Army Hq. and AAF Command:

The Commanding General of the Army and of the Major Army Air Force commands, and Commanding Officers of subordinate commands will each appoint to his staff an officer as Food Service Supervisor who will be assigned staff responsibility for the Food Service Program. These officers will each report directly to his commander. The functions of the Food Service Supervisor at higher headquarters are:

(1) To develop measures for and supervise the execution of programs for the improvement of the service and conservation of food for the elimination of waste.

(2) To conduct continuous studies, and prepares analysis of food preferences, food quantities, food service operation, utilization of manpower menus, methods, standards, and procedures relating to the Food Service Program.

(3) To supervise the observance of policies, procedures, standards and operational methods established by the War Department and to insure the complete effectuation of the Food Service Program objectives.

(4) To act as the liaison and coordination officer on all matters relating to the Food Service Program and advise and render technical assistance on all matters pertaining thereto.

(5) To exercise technical supervision and technical control over all Food Service activities within the commands (other than hospital patient messes) and make frequent inspections of the Food Service activities within the command.

The duties of the Food Service Supervisor at higher headquarters divides easily into four (4) classifications, namely; administrative, supervisory, training, and statistical.

Administrative Function:

In his ADMINISTRATIVE FUNCTION he is the advisor to the Commanding General on all Food Service matters, policies and procedures and must have ability to lead and control as well as to gather statistical information on personnel and equipment, to maintain records, to analyze and prepares reports, to furnish information to proper users when required. He must keep abreast of all current directives pertaining to food service and must provide stimulus when needed to initiate programs

to improve all phases of food service. When he analyzes a report and finds that the program is deficient he should be able to ascertain the cause and offer constructive suggestions on correcting the fault. At higher headquarters he reviews the post or base menus as actually used in accordance with TM 10-215. He offers suggestions and supervises by frequent inspections the use of the post or base menus. He analyzes the survey on food consumption and submits recommendations for improvement to the War Department Master Menu. He furnishes technical advice and assistance to the surgeon in connection with the organization and operation of facilities for patient feeding in hospitals and on hospital trains and the conservation, preparation and service of food at such facilities. He clarifies and makes interpretations of regulations pertaining to subsistence for installations within the command to insure the proper distribution of food service information to all field installations. He conducts inspections of food service activities and calls conferences when necessary to coordinate information. While post commanders are specifically charged with the responsibility for the proper supervision of the receipt, storage, distribution, issue, preparation, serving, and conservation of subsistence items issued to their commands, the Food Service Supervisor through inspection and supervision assists the commanders in the discharge of this responsibility.

Supervisory Capacity:

In his SUPERVISORY CAPACITY he directs and controls the Food Service Program through his supervisory position, over all food distribution, preparation and food service activities, including proper utilization of critical food items, conservation of food, elimination of unnecessary waste and observance of established standards. He analyzes the reports and makes inspections of messes and feeding establishments for observance of established procedures, standards and methods in the preparation, service and conservation of food. He will ascertain whether or not there is food waste and, if necessary, will institute food surveys to establish the cause of the waste and recommend remedial action to the commander.

It is the direct responsibility of the commanders of all echelons to insure, that, while adequate food of high quality is received, issued, and prepared for the troops who will be present to consume it, there is no excess procurement or issue and that waste is reduced to the absolute minimum. He supervises observance of policies, procedures, standards and methods established by the Quartermaster General and Chief of Engineers with regard to the operation and maintenance of the facilities in centralized food activities and refrigerated storage space. He reviews requisitions for machinery and equipment and layout plans for the facilities in centralized food service activities and forwards recommendations thereon to the Quartermaster General through normal channels.

With reference to training, the supervisor at all levels of command

insures that all Food Service personnel are adequately trained. He distributes food service instructional and insures the proper utilization thereof. He further ascertains that full use is being made of Food Service Schools. He recommends that the full quota from within the command are sent to all available classes to insure the best possible training for the food service personnel. He further recommends, if necessary, demonstrations and "on-the-job" training.

In his statistical reports of operations showing production and the waste attendant to these operations and submits these reports to the Quartermaster General. He develops systems and makes recommendations for the improvement of the Food Service activities requiring improving.

The Food Service Supervisor at a post or base is the advisor to the Commanding Officer on all Food Service matters. He is the direct instrument for carrying out the policy established for the Food Service Program. He holds the key position in meeting the established standards in the program. The post or base is the final destination of all procurement, storage and issue of food. Inasmuch as the aim of the Food Service Program is ultimately to feed and nourish troops, the accomplishment of this aim depends on the post or base organization for food service. The unit Food Service Supervisor will depend on the guidance, assistance and leadership of the post or base Food Service Supervisor. The supervisors in echelons above him will depend on his reports for the knowledge of the accomplishment of the standards as established, or through these reports will learn the weakness of the program and can plan for its correction. His job is divided into seven (7) major categories, namely: Administration; Menu Planning; Food Service Training; The supervision of messes, (including storage and issue of subsistence); Centralized Food Service Activities; Hospital Feeding Facilities; Coordination and Liaison.

In the administrative category he clarifies and makes interpretations of regulations pertaining to subsistence; handles correspondence on all subsistence matters; distributes information to the operating personnel; conducts studies and surveys of post or base food service operations; prepares reports of these surveys showing the production and waste attendant to these operations and he develops systems for the improvement of the food service activities requiring improving. He makes recommendations to the officer in charge of the operation; he reviews food service machinery and equipment requisitions and layout plans and surveys the machinery in use and determines the need for better utilization and care of the equipment and recommends policy and procedures to the command.

He recommends to the proper supply agencies the maintenance of levels of supply of spare parts for the equipment and insures that these are properly safeguarded in a place accessible to the equipment for which they are to be used.

His responsibility as a staff officer is to keep the Commanding Officer informed of what is going on. In this procedure he must not assume dictatorial powers but must accomplish his mission through inspection, supervision, training and liaison in the furtherance of good food practices.

His liaison with the higher echelons is valuable in the preparation and establishment of standards for food service and his reports must be complete and accurate in order to present a true picture of the accomplishment of the program. These reports will make it possible for the Food Service Supervisor at higher headquarters to determine if the fault is in procurement, shipment, storage, issue, quantity or quality. If the reports are always accurate and in sufficient detail the actual inspections of the Food Service Supervisor from higher headquarters will be reduced to a minimum. The supervisor will analyze the inventories taken twice a month in all food service activities and the monthly inventory of the Sales Officer to determine whether excesses exist and he will determine whether these excess stocks will be turned in for re-issue or reduced by other means.

Menu Planning:

The revision of the post menu in accordance with the provisions of TM 10-215 is a responsibility of the post Food Service Supervisor. He coordinates establishment of the Post Menu Board and acts as chairman thereof. He submits recommendations for improvements to the War Department Master Menu and supervises preparation and use of menus by organizations and installations not subsisting on the field ration, except hospital patient feeding facilities. He supervises application of measures for utilization of excess food stocks at posts, and when necessary, recommends their redistribution.

He collaborates with the surgeon in connection with the conduct of dietary and nutrition surveys at posts, and on request, in matters pertaining to nutrition as prescribed in AR 40-250.

The third major category is Food Service Training in which the supervisor insures that all food service personnel have received adequate training. He supervises the rotation of personnel in order to insure that all may be trained in Food Service Schools and follows up distribution and utilization of all food service publications, including instructional material, posters, charts and operational aids. The scheduling of demonstrations and "on the job" training activities is under his supervision and he further obtains assignment of special instructors for such training.

Mess Supervision:

He supervises the distribution, preparation and service of food including enforcement of pertinent regulations and instructions and the

inspection of mess operations and it is his duty to ascertain food waste by spot checking and measuring, and makes a report thereof at each meeting of Menu Board. If the waste is due to excessive issues, the Menu Board will, with the concurrence of the post surgeon, appropriately reduce the issue quantities. It is the supervisor's duty, however, to determine the cause of waste. If the waste is due to reasons other than excesses he will recommend remedial action to the commander. The development of measures for and supervisory execution of programs for improvement of food service, food conservation and elimination of unnecessary waste in accordance with War Department policies is the Food Service Supervisor's responsibility.

He supervises the conduct of troop train feeding, except on hospital trains; the conduct of studies of food preferences, food quantities, food conservation, mess operations and related matters not specifically assigned to other agencies by War Department publications.

It is important that he review food service equipment requisitions and layout plans, and forwards these recommendations to the Quartermaster General through channels. He supervises the inspection of feeding facilities operated on non-appropriated funds for compliance with standards prescribed by the War Department. These facilities included (1) Officer and non-commissioned officers' club; (2) Post messes; (3) Army Exchange restaurants and cafeterias; (4) Post Restaurants; (5) Feeding facilities at Government-owned or contractor-operated installations.

Centralized Activities:

He inspects the operation of garrison bakeries, central pastry bakeries, central meat cutting plants and central fat rendering plants to determine that the ingredients issued are used in the finished products; the quality of the product is satisfactory and that the messes are receiving the authorized allowance. Requisitions for machinery and equipment and layout plans for these facilities in centralized activities should be reviewed by him and forward his recommendations thereon through channels. The utilization of refrigerated space for the storage of subsistence; the observance of policies, procedures, standards and methods established by the War Department with regard to the operation and maintenance of the facilities in centralized food service activities and refrigerated storage space should be supervised by him.

Hospital Feeding Facilities:

He furnishes technical advice and assistance to the surgeon when requested in connection with the organization and operation of facilities for patient feeding in hospitals and hospital trains, and the conservation, preparation and service of food at such facilities.

The seventh and final major category of the Food Service Supervisor

of a post or base is his responsibility to maintain liaison with the higher echelons. This is extremely valuable in the preparation and establishment of standards for food service. His reports must be completed and accurate in order to present a true picture of the accomplishment of the program. These reports will make it possible for higher headquarters to determine the cause of the failure of the program or the reason for its success. This information can be disseminated to other areas and thus improve the program throughout the Army; thereby enabling the supervisor at higher headquarters to establish an overall program by careful analysis of post reports. The post supervisor collaborates with the post surgeon in performance of such dietary and nutrition surveys as may be required and furnished technical advice and assistance in connection with the organization and operation of facilities for patient feeding in hospitals and the conservation, preparation and service of food at such facilities. In addition he collaborates with the post surgeon on all recommendations which may effect the health and efficiency of troops and other mess personnel as a means of learning food preference of the troops. He conducts conferences with unit supervisors, mess officers and other mess personnel as one means of learning the food preference of troops.

Organization in Overseas Theaters:

In static situations overseas the procedure is similar to that for the zone of the interior. The supply line is longer and therefore the problems are increased. Even though a complete and thorough inspection was made before procurement and at the port before shipment, the time element involved in transporting the supplies is increased and therefore, the subsistence may not be in perfect condition for storing for the required length of time. The storage facilities may not be as adequate as in the zone of the interior. The same basic principles of food service will apply, however, in overseas theaters as in the zone of the interior.

It may be desirable and necessary to procure additional subsistence supplies locally. This increases the inspection problem. While the problem increases, the food service responsibility remains unchanged, in that the personnel who procure, inspect, issue, as well as the cooks and assistants who prepare and actually cook and serve the food have the same responsibility. The Food Service Supervisor has the same responsibility to those people who still rely on him to do his job in order that the principles of food service are maintained. Therefore, because of the increased problems, the food service personnel in the field must be aware of their duties to even a greater degree than in the zone of the interior.

When the soldier goes into combat or when he goes on maneuvers to prepare for combat, food service becomes a more involved process, for while the basic principles will decrease in direct proportion to the degree of activity as the problems of procurement, shipping, storage, issue, preparation, and serving will be greatly increased. In a static condition the troops come to the food, while in combat or simulated combat

the food must be taken to the troops. Because of the decreased amount of equipment and facilities, only as much of the organization for food service as can be applied should be considered. However, all of the organization should be used to improve existing measures for the conservation, preparation and service of food.

If they haven't already done so, overseas theaters will have an organization for food service similar to that for the zone of the interior. This organization in the theater will assist the commanding general in the conduct of the Food Service Program. Each echelon of the Air Commands and the Armies will have a Food Service Supervisor who will prepare reports on the activities of his echelon and submit these reports to the supervisor in higher headquarters through their respective echelons. His duties will be nearly identical to those of supervisor in the zone of interior. The degree to which he will be able to perform these duties will depend on the situation to a large extent. However, the degree to which he does perform his duties, certainly will, to a great extent affect the theatre program. The application of the principles should and must be planned to produce the best utilization of all Food Service activities.

In closing I should like to summarize briefly the duties of the Food Service Supervisor at all levels of command.

(1) His primary mission is the inspection and supervision of the Food Service Program in his particular assignment. He inspects to insure the enforcement of pertinent regulations and instructions with respect to mess operations and other food service agencies in coordination with the surgeon and quartermaster concerned and he supervises to insure the development of measures for improvement of food service, food consumption and elimination of unnecessary waste.

(2) He must be able to detect mess operating and centralized activities defects. He must learn what causes them and must be able to eliminate them.

(3) The study of food preferences, food qualities and quantities, mess operations and related activities are a part of his duties.

(4) The preparation of recommendations and directives and the furnishing of guidance in their subsequent implementation is his responsibility.

(5) The coordination of training of food service personnel to provide for efficient operation of messes and related food service activities are a part of his duties. This coordination should include records of all personnel under his command, clearly indicating trained personnel, untrained personnel, qualified personnel and non-qualified personnel. At a post level, he should be aware of the actual and projected strengths so that these figures can be coordinated through the Personnel Section with the Sales Commissary, thereby eliminating over procurement and excess storage requirements.

The Food Service Supervisor must be a buyer, seller, technician,

dietitian, a machinist, cook, plumber, a New Dealer, and Old Dealer and a fast dealer and have priority ratings on all supplies. In short, he, must be the "miracle man of the ages".

MR. V. O. APPEL

Food Service Consultant

Colonel Harding and Gentlemen of The Conference. That Colonel Harding in projecting this interesting Food Service Conference saw fit to include the subject of refrigeration clearly indicates his alertness to the over-all problems incident to Army Subsistence. Conversely in nominating me as the discussion leader, patently did he evidence questionable judgment in the selection of personnel, thereby impairing an otherwise long established record in the Army as a good judge of men. Be that as it may, I am honored to be able to join with you in this conference. Most certainly the refrigerated warehousing industry which I represent appreciates the industry recognition, intensely concerned as are all its members in questions of food preservation relating to the Army and to the people as a whole.

Furthermore I am flattered in the privilege of appearance on the same stage with this galaxy of star performers both civilian and military. The carefully selected cast of experts on food could not be duplicated anywhere. While in no manner minimizing the fine ability and achievements of others, as a close observer of their works I am certain you will not take umbrage in a particular mention of Mr. John L. Hennessy and Colonel Paul P. Logan. Since their endeavors were not of the spectacular variety, history will probably never record the outstanding contributions of these two gentlemen to the winning of the last war.

Preeminent in the nation as a hotel operator and authority on food and its service, Jack Hennessy with all his many varied interests has unstintingly given his all to the Army's Food Service Programs and plans. As chairman of the committee appointed by the Secretary of War in 1945 to survey Army Subsistence, his leadership was intelligent, dynamic, and productive of highly profitable results. The Army is most fortunate to have enjoyed his invaluable assistance in the past and may it be hoped that his conscientious service may ever be available in the future.

It has been my good fortune and that of many of my fellows in the warehousing industry to know Colonel Logan intimately for years past. With all of his other lore on food doubtless he could tell you much more about the subject assigned to me and relate it the more intelligently and understandingly than is with my ability. With a fine scientific background, Paul Logan has that precious knack of practical application of the theoretical. Few, if any, in the Army of the United States or in civilian life for that matter have a wider and more well deserved reputation in the field of food than has Colonel Logan. Concerned as we all are that the Army of our country shall maintain its prestige in food, it was my deep regret that Colonel Logan saw it fit to retire. I am certain however of his abiding loyalty to the service, and that his brawn, and imagination will always be at the disposal of the Army when required. It is my trust that some of you in this audience or others

in the field may in the future stand forth in Army Food Service emulating his fine example.

Well has it been said that "if you have a coin and I have a coin of like value and we exchange, neither has been enriched; but if you have a thought and I have a thought and we exchange, while neither loses we both have doubled our wealth of information". Assuredly on that simple but firm foundation this conference was initiated. You have much to give me in the exchange of thinking on food problems, and I promise you that now or any time in the future it is my privilege and that of my fellows in the industry to trade ideas with you on our common objectives. Within the program time allotted I shall today welcome your discussion and questions from the floor.

"Refrigeration. The importance of proper storage and temperatures" is indeed a very broad subject -- too comprehensive for a limited discussion. I shall assume my civilian prerogative therefore in narrowing the subject to a discussion primarily of refrigeration as it concerns the warehousing of perishable foods, commenting in a general way upon commercial refrigerated warehousing, more specifically on the subject of refrigerated warehousing in the Army, and finally upon the future possibilities in training and research.

Cold is more aged than the hills. Neither a scientist nor a theologian nevertheless I dare venture the opinion that if or when there was a beginning of the universe there was then cold and that heat one day eons ago followed the cold. Refrigeration is the act of producing cold - an artificial, synthetic low temperature. Actually the process is that of the extraction of heat from the atmosphere of a confined area. The warehouses which you may have visited are not refrigerated by the ice and snow which was observed on the coils. That ice and snow in reality are an impediment to controlled refrigeration. Unless removed at intervals these frosty accumulations become an insulator and appreciably lessen the efficiency of the refrigerating system. In the olden days natural ice was used as a refrigerant and is still generally in use for the cooling of cars used for the transport of perishables. With ice however it is difficult to maintain constant low temperatures for warehousing. Modern controlled refrigeration involving the use of machinery, piping, insulation and heat absorbing liquids is of comparatively recent vintage dating back only sixty to seventy years. Controlled refrigeration is still in its infancy. Its possibilities for human comfort and health, for the processing and preservation of food stagger the imagination. Its practical applications to industry in manufacturing and processing present unbounded potentialities.

Historically, warehousing as far as records are concerned, had its beginning in Egypt at the time of the Pharaohs. Joseph of the multi-colored coat is generally accepted as the first warehouseman on a large scale. The book of Genesis records, "in seven plenteous years the Earth

brought forth handfuls. And he (Joseph) gathered up all the food of the seven years which were in the land of Egypt and laid up the food in the cities, the food of the field which was around about every city laid he up in the same". Through Joseph's foresight and ability as a warehouseman Egypt and the neighboring nations were saved from starvation. As a token of appreciation Pharaoh heaped great honors on Joseph and made him the ruler "over all the land of Egypt". Modern Pharaohs and customers of warehouses are not quite as generous in their appreciation. Perhaps because we are less efficient, our present days rewards for warehousing reports are a mite of a fee and a considerable amount of hell.

With improvements and refinements in the mechanics of refrigeration and a popular demand for better living, more varied year-round food diet, commercial refrigerated warehousing has grown in the last half century by leaps and bounds. Its progressive development has been more marked in this country than elsewhere. The United States leads the world not only in the production of perishable foods but also in the number and capacity of its refrigerated warehouses for preserving the foods produced. It is estimated that public and semi-public cold storages in this country have a capacity for around 6,000,000,000 pounds of perishable foods, averaged according to the various products usually stored. This indicates a sizeable storehouse for future consumption by our people of seasonably produced foods.

In a national economy the large centralized refrigerated warehouse justifies its existence and survival primarily because it serves a multiple number of customers and accepts for storage practically all perishable food products. One crop warehouses, usually located in producing areas, operate with difficulty at a profit because of the uneconomic employment of valuable space. In the case of the centralized warehouse, eggs, butter, cheese, apples, vegetables, poultry, meats, and other commodities are stored at different times in producing seasons of the year. As one product moves out the space vacated is filled by another. Similarly, as one customer for market reasons or otherwise may determine not to store, others with a contrary point of view will determine to make use of the facilities. Cold storage warehouse construction is expensive and continuous operation with high overhead is essential. Maximum use of space is therefore of first importance. That each actual or potential storer should operate his own individual plant for possible but not certain use is patently economically improvident. It is apparently because of these and other evident considerations that the Army follows the more prudent course in utilizing commercial facilities for its backlog of food rather than the alternative of constructing and operating its refrigerated warehouses here and there throughout the country. During the war tremendous stocks of perishables were stored in the public refrigerated warehouses by the Army and the Navy. Commercial refrigerated facilities continue to serve the Armed Forces, but of course in a much less volume. You therefore are substantial customers of these warehouses and as such have a distinct

personal interest in their operation. When valuable food products are procured by you, it is your duty to be reasonably certain that they are received, stored, and delivered by a warehouse with the greatest efficiency. Any failure in the line of procurement, storage or transportation is your failure in performing the intricate job of properly feeding the soldier at his mess table. Hence, a few words of comment may not be here amiss.

As distinguished from refrigerated warehouses on Army posts, the commercial cold storage is usually a large multiple story structure well located as far as transportation is concerned, and equipped for the storage of perishables at exact temperatures for relatively long periods of time. Roughly a general refrigerated warehouse is divided into two main categories -- one for carrying commodities above the freezing point, usually termed coolers -- the other for carrying commodities below the freezing point, usually termed freezers. For the best preservation it is desirable to carry commodities in coolers at temperatures as low as possible without freezing. In the freezers it is desirable to carry commodities at degrees below zero and in general the lower the temperature the better the results. Except for cheese and whiskey I know of no products which improve in storage. Others deteriorate more or less in storage and the degree of deterioration is often influenced by the good, poor, or indifferent service rendered by the warehouse operator. Among other things it is considered undesirable that temperatures should fluctuate except in a limited range because temperature fluctuation tends to dehydrate the products stored. The humidity maintained in a storage room has an effect upon the product refrigerated. Humidity control involves the care and precaution in providing that a storage room shall maintain a certain definite percentage of moisture in the air. In storing dried eggs for example, the relative humidity of the storage room should be low -- around 60°. On the other hand, where shell eggs are stored the humidity should be a range from 85° to 90°. Precise and constant temperatures of course are of prime importance always, and it must be remembered that each commodity has its particular temperature requirement. All of these matters are somewhat technical but readily understandable, and extremely important in the job of carrying the nations's food and the Army's stockpiles. In my opinion, it is essential that officers and men in food service have at least a superficial knowledge of commercial refrigerated warehousing.

Men in uniform probably are diplomatically soft spoken and quite certain of their position when indulging in criticism. Civilians can be so bold as to speak out in meeting occasionally, with a certain amount of impunity. In fear of possible contradiction but without apprehension of demotion or a general court I shall frankly express my utter amazement in 1941-42 over the lack of knowledge and appreciation of the importance of refrigeration in the Army. Except for the engineers in the mechanical operation and construction of Army refrigerating plants, there were few in the Army early in the war who possessed

practical knowledge of refrigerated warehousing. As I recollect it was early in 1942 when some of us in Chicago were earnestly requested by telephone from Washington to recommend immediately a man who could counsel and advise on refrigerated warehousing problems. A man was immediately recommended. He was Mr. John A. Hawkins of San Francisco whom we were certain had the ability and the background to answer the requirements. His job was a difficult one, but under the sponsorship of General Carl Hardigg and Colonel Logan he was enabled to make himself heard and understood and rendered to the Army an invaluable service. For a considerable length of time from my observation he was the one and only man on whom the entire Army could depend for sound advice in the transportation, commercial storage, and post storage of perishable food products. With the tremendous program of procurement, storage and transportation involved in the feeding of perishable foods to the millions in uniform, it seems incredible that previous planning in the issuance of regulations, training, and selection of personnel had been apparently neglected. Appropriately here I would venture the thought that whether in the field of civilian or military effort, successful approach to an ultimate goal is the better assured by foresight in preparation.

In the forepart of 1945 -- at that late date -- a section on refrigeration was established in the Food Service Division under Subsistence in the Quartermaster General's Office. On February 19, 1945 there was called a Food Service Refrigeration Conference in Chicago attended by outstanding officers of the Army and civilian consultants concerned with the procurement, storage, and feeding activities of the Army. Refrigeration consultants in each of the Army's Service Commands were appointed. Historically this was the first official top level recognition of the prime importance of refrigeration and the initiation of a determination to improve the Army's refrigerated facilities. That movement and recognition have borne precious fruit. When reference hereafter is made to camp cold storages, may it be understood that under that description I am including all types of army installations such as those on permanent posts, training camps, reception centers, staging areas, air force facilities, and army hospitals.

As a consultant for the War Department on Refrigeration and a member of the Hennessy Survey Committee I have had the opportunity of visiting market centers, refrigerated transports, cold storage plants at ports of embarkation and some fifty or sixty refrigerated warehouses in army camps. This rather wide experience should give one a fair cross section of the Army's food warehousing operations. It convinces me of the absolute need of uniformity and centralized supervision.

The planning and construction of Army cold storage warehouses are under the supervision of the Engineer Corps of the Army. Formerly there was no uniform planning and the older warehouses are in various shapes and forms, depending upon the individual whim of a particular Engineer

Officer. As a result some are good and some are poor. In one large permanent post an engineer with a flare for the artistic sacrificed practicability to beauty, much to the embarrassment of future operators. Warehouses constructed in recent years are reasonably uniform in design and equipment and due to studied and experienced planning are entirely practical for the purposes intended. It should be borne in the mind that in present and future camp warehouse construction, space for central meat cutting should adjoin the cold storage facility. Central meat cutting, has proven so eminently successful that it is an institution which the army must preserve in each permanent post, or in camps with large soldier population. During the war when central meat cutting plants were an innovation, number of them were installed within the camp cold storage warehouses, thereby reducing the available space for the storage of commodities. Since refrigeration is necessary for proper operation, labor and money saving feature of food service should correctly be installed in connection with but not as a part of the camp cold storage warehouse.

Warehousing and the operation of the mechanical equipment (engine room) are essentially one operation, and should properly be under one supervision. This is not the case in the army cold storage warehouses. Warehousing is under the post Quartermaster and mechanical operation under the post engineer. This divided authority causes some difficulties in operating routine. Not once but many times where temperatures in the warehouse rooms warranted criticism, the blame has been shifted to the mechanical department. However, with the exception of one or two instances I may say that in my observations mechanical equipment of army warehouses was exceptionally well operated and generally efficient.

The capacity and size of recently constructed camp warehouses has been carefully figured so as to fully accommodate requirements. At numerous camps the commanding officer or warehouseman in charge insisted that more refrigerated space was urgently needed. It was the observation of others and myself that in most of these instances ample space was available. Space appeared inadequate because of inaccurate piling of products in storage and other improper use of the space. At one camp where the demand for more space was vociferous, it was noted that ten to fifteen percent of warehouse intended for all of the soldiers in the camp had been pre-empted by officers to store their gear for personal use. Not usually, valuable space was utilized for the storage of frozen beef, far beyond immediate requirements and contrary to orders. Proper utilization of space is as important, if not more so, in army warehouses as in commercial facilities where profit or loss depends upon the factor.

The question of the use of mechanical handling equipment in camp warehouses is a debatable one. Practically all of these plants are on one floor. The distance from truck or car to the store room is short.

I am not a reactionary, but I believe that mechanical handling equipment has its definite limitations in warehousing whether the operation be on a small or large scale. I recollect one army warehouseman who insisted that he should have mechanical hoists for the handling of carcass beef. This is an affectation. Last year I purchased a power lawn mower. Frankly there is a bit of sport in following it around the yard in the consciousness that something besides myself furnishes the brawn. In reality after considering the time taken in fueling and refueling, starting, adjusting, repairing, and in my amateur manner tearing up sod on the turns, I honestly believe that the lawn cutting job can be done more efficiently, more expeditiously, and with less overall effort with the old fashioned machine. So it is with many so called labor saving devices in warehousing.

As you may be aware the army's rather sizeable plants at ports of embarkation are in a category by themselves. They are operated by the market center system and their purpose is to store carloads of food temporarily awaiting shipments overseas. This facility has a marked similarity to commercial warehousing. The operation involves army personnel and therefore there should be available at any time those who through knowledge and training possess the ability to take full charge immediately on orders and operate efficiently.

Camp cold storages are in essence temporary receiving and distributing points for perishable subsistence. They are not properly designed to care for perishables for periods beyond a few weeks although frozen products may, if necessary, be carried successfully for periods up to two months. They are equipped to provide temperatures approximating those customarily carried in commercial warehouses, but cannot be expected to perform within precise temperature ranges. The automatic controls usually require a four to five degree range in which to operate. Hence, a 35° F cooler room temperature is specified because between the on and off cycle the temperature may range between 33° and 37° F. Since 33° F is one degree above the freezing point of water there is no appreciable danger of freezing damage to fresh fruits, vegetables or shell eggs. Freezer storage rooms in camp warehouses are specified to be carried at 10° F for the one principal reason that freon is used as the refrigerant in the mechanical cooling system and when it is attempted to carry temperatures below 10° F mechanical trouble develops. In order to make the plants easier to operate some engineers are inclined to carry freezer storage temperatures as high as 15 to 18° F. Such temperatures are too high for safety. Since the frozen products usually arrive by truck or car at temperatures of 20 to 25° F, the product temperature must therefore be reduced as quickly as possible to at least 10° F to prevent deterioration.

The camp cold storage is not only an indispensable link in the chain of army subsistence, but also within its field of activity there lies the possibility to save or lose handsome sums of money for the government. Properly operated it permits economical food purchasing,

economical transportation, and a retention in the food product of original good quality up to the point of consumption. Improperly operated, it possesses the possibility of becoming a food hazard and spoiling "the best laid plans of mice and men."

For economy of purchase and distribution the Quartermaster Market Center System attempts to make each individual purchase and shipment as large as possible consistent with the size of the requisitioning installation and depending upon the cold storage facilities available at camp destination. A straight car lot of product can be purchased at a lower unit price than a lesser quantity and where the product will carry successfully for the period required for consumption, car lots or the equivalent should be furnished. The lowest unit freight rates are obtained when moving the larger quantities by rail or highway carrier.

On a dollar and cents basis therefore requisitioning installations with suitable cold storage facilities should be keenly alert in using these facilities to the fullest advantage. With proper care and attention there should be no fear of losses in warehousing during the distribution period. There is no economy whatsoever and seldom any valid excuse for requiring the procurement agency to function like a corner delicatessen supplying an apartment house area. With good camp operation it should not be necessary to order the highly perishable fruits and vegetables more frequently than twice a week and the more hardy fruits and vegetables should be ordered on a weekly or semi-monthly basis. Fresh meats need not be ordered more frequently than once a week and it is entirely practical to requisition a months supply of frozen products at one time.

The inevitable conclusion is that unless common sense is used in requisitioning perishable foods and full advantage is taken of the camp cold storage capacity, procurement costs will be greatly enhanced. When consideration is given to the fact that millions upon millions of dollars are disbursed by the army for perishable food most of which is eventually received and distributed through camp warehouses, then we must presume that the question of correct or incorrect operation of the camp cold storage facilities is not a mere triviality.

My observations of army refrigerated warehouse operations in camps throughout the country were that they rank from very poor to very good. There was no uniformity whatsoever. In the main an operation was good or bad as the man in charge was a good or poor operator. Selection of personnel for this assignment was usually the answer. Many men in charge of a camp cold storage facility apparently had his name picked out of a hat and had been assigned to the duty without any regard whatsoever to qualification and adaptability. Mail carriers, clerks, insurance agent, deputy sheriffs and men from other civilian walks of life unrelated to food, without rhyme or reason were placed in charge of a more or less technical task. Despite willingness and food intentions they

were unable to function as the assignment demanded. Then of course by the law of averages there were instances noted where the man in charge just didn't care, but despite that evident fact his superiors, lacking in an understanding of the importance of refrigeration, failed to remove him. Until it is appreciated by the Camp Quartermaster or the Camp Commander that food is of prime importance and that all perishable foods must be properly protected, then and not until then will adaptable and efficient personnel for the operation of the camp warehouse be assigned to that duty.

It all too often was observed that officers were assigned to do multiple jobs, thereby denying them the opportunity of performing any one of those jobs efficiently. I recollect the instance of a First Lieutenant in one of the largest camps in the country whose duties included supervision of the bakery supplying fresh bread each day to many thousands of men; the responsibility for the sales commissary, a virtual super market doing a business of hundreds of thousands of dollars a year; supervision of the central meat cutting plant and operation of both the merchandise and cold storage warehouses. That officer had entirely too much to do. In this instance it so happens that all of his facilities were supervised and operated in a most excellent manner. In civilian life this officer would have been entitled to a high executive position with a sizeable salary. Apparently because there was no particular glamor in his duties he was only a First Lieutenant. Incentive and recognition are as important in the army for the stimulation of good work as they are effective in civilian business and industrial affairs.

Untrained and unadapted personnel assigned to refrigerated warehousing in army installations may well defeat the purposes and objectives of the best planned food program. Too many instances of off-condition and spoiled foods in army warehouses prove the point. Food products that would not be merchantable in ordinary business transactions due to poor warehousing have been passed on to the company messes. At numerous times I have observed the spoilage and deterioration of the fine food products in camp warehouses for which there was no possible excuse - merely gross negligence. I wonder whether surveys of spoiled or off-condition foods for which the army warehouse operator is responsible are made too easy. If the man in charge were aware that he might be held financially responsible for spoilage save for exceptional cases, he might be impelled to exert greater diligence in his duties.

Commercial warehouses cannot tolerate spoilage in any volume and remain in business. Their losses from spoilage of products due to negligent operation are comparatively trivial considering the tonnage handled. I cite the experience of one commercial warehouse with which I am familiar. This warehouse has a capacity for around 50,000,000 pounds of mixed products. In the past twenty five years there has been received for storage approximately two billion pounds of perishable foods. The aggregate storage revenue was around \$12,500,000 for this

period. In the quarter century claims paid for spoilage aggregate only in hundreds and not in thousands of dollars. Projecting this individual experience to the country as a whole it can be estimated that in the quarter century approximately 200,000,000,000 pounds of food products were stored in commercial cold storage warehouses. As I know my industry, claims for spoilage because of inefficiency or careless operation could represent a very small figure, percentage-wise.

Without going into too great a detail, food spoilage in army warehouses is due to several principal reasons.

1. Spoilage results from improper temperatures. In our visits to army warehouses we found many of them without thermometers, with broken thermometers, or with thermometers of the dime store variety. Without thermometers no man however conscientious in his duties can correct improper storage conditions. After much persuasion it is my understanding that thermometers now are a matter of issue. Previous to the publication of regulation TM 10-215, Cl, dated 28 June 1945, instructions for the operation of army refrigerated warehouses were meager and indefinite. This technical manual prepared mainly by Mr. Hawkins is excellent in its simplicity and specific instructions. Proper temperatures for practically all commodities handled by the camp warehouseman are contained in these regulations. I have been surprised at the number of officers and enlisted men in charge of warehousing who had not read or even seen this document. If the temperature requirements indicated therein are read and followed no camp warehouse operators need be concerned as to spoilage.
2. Spoilage and contamination result from the mixing of commodities in camp warehouses. We are all aware in our homes that onions or cantaloupes cannot be placed in the same refrigerator with butter. Again TM 10-215 gives detailed and specific instructions as to segregation of commodities.
3. Rough handling has probably been more costly in food spoilage than any other improper operation in a camp cold storage. Even though the damage might not be immediately apparent, by the time the product reaches the mess kitchen there is certain to be serious loss. Careful handling is most important with every item of perishables, except possibly those which are hard frozen and even then reasonable care is essential.
4. Unless the issuance of perishables is controlled by a lot number identification system, there can be no assurance that stocks are being properly rotated. First in, first out is mandatory. Failure to apply that one simple operating rule has caused heavy losses through deterioration resulting in subsequent surveys.

As never before in history the people of this world are intensely

food conscious. It is a pitiful fact that in too many lands today that consciousness is of the lack of food rather than the quality. As a boy I never heard of vitamins, nor was refrigeration known in the rural community where I spent my youth. At your table and mine today food quality valuation, and the vitamins in foods are a matter of general conversation. It is not a theory but an established fact that perishable foods retain their health giving vitamins through the correct application of refrigeration and that the rate of loss or retention of these vitamins is governed by the efficiency with which refrigeration is applied. In World War I, we were stationed for over a month with-in fifty miles of Paris and for that period of time no fresh meats, fruits, or vegetables were served in the mess halls. Corned-willey, canned tomatoes, and stale bread were the routine items of diet. As we moved further away from the base of supplies, even these items were not in abundance. In the last war this was entirely different. Statistics in the Quartermaster General's Office indicate that the majority of food which was served to the American Soldier was fresh, preserved thru refrigeration. It has been definitely and irrevocably established that by careful planning and intelligent thinking fresh foods can be served to the soldier even in the most remote parts of the World. None can deny that the quality and food enhances the quality of the man, of the soldier. Having learned to our satisfaction that it can be done, every effort should be made that in any future emergency it will be done again, and better. It occurs to me as not improbable that we may have learned lessons in food preservation from the experience of our allies and our enemies in the last War. Surely there should be no smugness in our attitude toward food but instead an ever present desire to progress, to study, and apply whatever was good or better from another army's rationing of its soldiers.

Well do I remember General Carl Hardigg's insistence that the Army should and would operate its refrigerated warehousing facilities as well as, if not better than, commercial operators. It can be done if and when the importance of refrigeration is emphasized over and over again, and if and when the army men are properly trained and properly selected for the job.

Three years ago there was established by members of our industry the Refrigeration Research Foundation. The purpose of this organization is that thru research it might be determined how warehousemen can better preserve by refrigeration the perishable foods of this country. Under the direction of Dr. H. C. Diehl, a food technician of national reputation, and with the able assistance of other outstanding men in the scientific field, this foundation has undertaken numerous research projects in its quest for better food preservation. The foundation is only starting on its way out but its possibilities thru research are tremendous. Dr. Diehl has in numerous instances been favored with the cooperation of Colonel Lawrence and the Quartermaster Food and Container Institute. It is my hope that this cooperation shall continue

and expand. Our Foundation is always at the service of the Army in its search of ways and means for the better preservation of the Army's perishable subsistence.

In recent months the Refrigeration Research Foundation has conducted five training schools in various parts of the country attended by warehouse employees. The purpose of these schools is to discuss and explore better methods of warehousing. They have been eminently successful in their purpose. Invitations were issued to the Army to send selected men to these schools from the Market Centers. Military and Civilian Personnel were detailed to attend. I have been advised by some of my Army friends who were in attendance that a store of knowledge was gained by them. The schools if they are continued are important in the Program of Food Service in the Army, and I trust that the Army will take full advantage of future invitations to participate.

By appointment of the secretary of War there has been created a permanent committee known as the Army-Navy Commercial Storage Committee. Its purpose is to maintain liaison between commercial warehousing and the Army and the Navy, and to exchange information and ideas on better warehousing methods. Membership on this Committee includes officers from the various Army services and the Navy concerned with logistics, and civilian merchandise and cold storage warehousemen. Colonel A. A. Dobak formerly represented The Quartermaster General's Office on this Committee and The Quartermaster General is presently represented by Colonel Charles R. Smith. Merchandise and material warehousing are of course a tremendous undertaking in the Army. Refrigerated warehousing applies primarily to subsistence activities of the Quartermaster General's Office. It is my opinion that this Committee can serve a very useful purpose and if properly directed may thru its activities prevent that confusion generally, initially experienced in an emergency. A program now being discussed by this Committee is the initiation of training courses for Army personnel in practical warehousing. This contemplates the assignment of commissioned and non-commissioned Army personnel to commercial facilities for a period of one to three weeks, whereby they may absorb the fundamentals and the whys and wherefores of warehousing. The warehousing industry welcomes this opportunity to serve the Army, and if the plan develops much good should result. It is possible that as far as food service in The Quartermaster General's Office is concerned, selected personnel who attend cooks and bakers schools might be assigned for a limited period of training in commercial warehouses. Also discussed by the Committee has been the possibility of the appointment of exceptionally capable men in the field of commercial warehousing to reserve commissions - there by assuring immediate competence in the event of another conflict.

Major General Larkin, our Quartermaster General, in a recent speech is quoted as saying, "we pray there will never be another war, but it is our job to be prepared for it, to change equipment and tactics in pace

with scientific developments". Certainly this statement echoes our unanimous emotional and mental attitudes. The spirit of this conference is strictly in the line with the General's desire for progress. Self satisfaction in today's task well done is pardonable, but lethargy in planning for a better tomorrow is inexcusable among virile men. Our mutual future course is set and clearly defined to provide better food for the American Soldier. Thru combined cooperative thought and effort by all of us in our particular specialities, that course can be successfully pursued. Our objectives must be and will be attended.

COL. HARDING

Thank you very much Mr. Appel . I want to make one comment on Mr. Appel 's speech. He paid well merited tribute to Mr. John L. Hennessey and Colonel Logan but he forgot to mention one other in the industry who travels many thousands of miles over these United States; has visited warehouses, posts, camps and stations and many times neglected his own business to do this. Mr. Appel forgot to mention Mr. Vallee Appel .

MRS. VIVIAN PARKS

The planning of menus may seem to be an almost impossible job - one that should be reserved for the specialist - to men like Mr. Mardikian, Mr. Shercliff - to dietitians and Home Economists. However, menu plans were made and worked out long before nutrition was considered a science or before today's chef or dietitian were thought of.

A quick survey of very early history has shown that Ghenghis Khan, the Aztecs and Mayas all relied upon carefully worked out food plans for the success of their ventures. Today's army is no different - we too recognize the value of abundant good food, and properly balanced meals in the success of military campaigns.

Responsibility for planning our Army's menus is divided between the Food Service Division of OQMG and the post, camp or station menu boards. The primary purpose of the Menu Board is to assure proper utilization of all rations. But, in order to fulfill this purpose, the individuals on these boards must be menu planners for menu planning is the proper utilization of all rations.

OQMG fulfills its responsibility by issuing a monthly Master Menu to be used as a guide or as an aid to the local Menu Boards in building their menus. The Master Menu, published as supply bulletin SB 10-260 is prepared 6 months in advance of the date of actual use. Such long range planning has proved to be the most economical method of determining in advance the general food supplies required for feeding large numbers of men. It permits both economical procurement of food items by large quantity buying and through close coordination between the subsistence and menu planning sections it permits efficient utilization of those food supplies on hand. The Master Menu indicates the foods necessary for a balanced diet supplying an ample quantity of all known nutrients. Six months availability forecasts permits variety in menus by optimum use of seasonally available foods.

Since the Master Menu is set up as a guide, it necessarily embodies consideration of average food tastes and habits. Although it is recognized that food habits vary greatly in different regions in the U. S. the extent of use of the Master Menu makes it impossible to cater to individual likes and dislikes. We therefore depend upon menu boards to make proper adjustments in the menu according to local preferences.

The Menu Board itself is appointed by the station commander and includes the Sales Officer, the Food Service Supervisor who acts as chairman of the board, the post Surgeon or his representative, representatives from tactical organizations concerned, and other personnel as may be directed. Ninety days prior to the first day in which a

Master Menu becomes effective, copies of the menu are forwarded to the Sales Officer. It is then his responsibility to distribute one copy to each member of the menu board.

The Sales Officer will also receive a forecast of available food items from the market center in his area. This forecast of local seasonally available fresh fruits and vegetables gives a more accurate picture of those perishable items available at the time the menu becomes effective. It is therefore the responsibility of the Sales Officer and the Menu Board to check each day's menu against this forecast, noting items included in the menu which may be found scarce or prohibitive in cost.

The substitutive foods agreed upon must then come up to certain standards to fill the places of the foods originally planned in the Master Menu. They must:

- (1) Fulfill nutritional requirements. The nutritive value of each food item on the Master Menu is carefully calculated to meet the standards set up in War Department Circular 33, 1946. In order to make substitutions and to maintain a similar nutritive value in the revised menu the Menu Board must be familiar with the general principles of nutrition. Substituted food items should be of the same general class of foods as those being replaced. Adjustments may also be made at this time for increased or decreased caloric requirements of the troops. A group of men in a northern Maine Camp would probably require a ration of higher caloric content than those men located in the southern regions of the U. S. By the same token, adjustments should be made for the type of physical activity in which the men are engaged. You may find the 18-19 year olds coming into the Army and undergoing rigorous training, hungry all the time. It is the full responsibility of the station Menu Board to make the necessary adjustments in the ration issue to meet such local requirements.
- (2) Be acceptable to the greatest number. The local menu board has a distinct advantage over the staff in OQMG by being familiar with local food preferences. By adjusting the menu to meet these preferences, the menu board can determine to a great extent the acceptability of the meals. Data on waste, acceptability of individual foods, and racial food habits should be used to the utmost advantage when planning the local menu. It cannot be stressed too strongly that the acceptability of Army Food depends largely upon the efficiency of the local Menu Boards in this respect.
- (3) Come within cost limitations. Each food listed on the Master

Menu is priced and the total cost calculated according to current price lists made up by the New York Purchasing Office. The total cost of the menu must come within the allowance set up monthly for the Garrison Ration. Since there is a lag of six months between the dates of preparation of the menu and its actual use, the menu is necessarily based upon the prices and the Garrison Ration Allowance in effect at the month of preparation. For example: The cost of the December Menu which is now in the process of preparation, will be based upon the price lists and the Garrison Ration allowance effective this month. In December when the menu is actually used, the cost will be recalculated according to the December prices and must come within the Garrison Ration Allowance then in effect. Such a comparison made between the evaluation as setup at the time of preparation and the month of actual use, is figured for each menu. To my knowledge at no time in the past year has the cost of the menu as calculated in OQMG exceeded the Garrison Ration Allowance at the time of ingestion. Because of the time lag between preparation of the menu and the actual use, it is most important that not only the cost of the substitutive foods, but also the cost of the entire revised menu be calculated by the Sales Officer to ascertain that it does not exceed the value of the appropriate Garrison Ration.

- (4) Make optimum use of Personnel and Equipment available. Here again the Master Menu considers the personnel and equipment facilities available in the average mess. It is, therefore, up to the Menu Boards to decide whether the meals as planned can be prepared at that post, camp or station. Perhaps too many baked foods have been included, in one meal, if so, other breads or desserts should be substituted which do not require baking. Or perhaps a greater number of baked products can be handled - in either case, proper substitutions should be made by the Menu Boards at this time.
- (5) Utilize subsistence stocks on hand. At the close of the war, stocks of canned foods were left literally sitting in depots. Some of these stocks have not yet been used. When making the post menus, the Menu Boards must take into consideration any subsistence inventories on hand, using these foods whenever possible.
- (6) Conserve Critical Foods. Although this was of primary importance during the war years when the list of critically short foods was much longer, there still exists shortages of a few items, principally fats and oils. When making adjustments in the menu, the Board must be careful not to include a greater amount of these critical items than appeared on the original menu.

After such adjustments are completed by the Menu Board, the revised menu will be reproduced and copies of this station menu will be distributed to all responsible local headquarters or interested administrative offices. Each headquarters will then forward at least one copy to each field ration mess. The station menu, as issued, will be forwarded to the appropriate Army Headquarters at the close of the month. If at the time the menu becomes effective, certain items are not available, or the purchase price has increased materially, the Sales Officer is authorized to make further substitutions. Such adjustments must be made in light of same considerations already indicated.

Thus, the local menu boards must be made to realize their part in providing suitable army meals. At no other point does responsibility for menu planning lie as heavily as on the shoulders of the men composing the menu board. By having control over the general types of foods appearing on the station menu, the menu board is largely responsible for the degree of general acceptability of the meals served. If all the factors just outlined are carefully considered, the primary purpose of the menu board in assuring proper utilization of all rations will surely be fulfilled. The job may seem an impossible one, but with a little study of the Technical Manuals, a realization of the importance of their part in providing good, acceptable meals, by proper use of the Master Menu, and by conscientious effort, the Menu Boards can accomplish this duty and take satisfaction in a job well done. TM 10-205; TM 10-215; TM 10-401; Circular 120.

COMMENT

In supplementing the menu, what if a sales officer will not cooperate? In my particular station my sales officer will cooperate.

COMMENT

You can do that now, you are not held to the issue items to supplement that menu within the cost to garrison rations. You may find in a sales commissary, you may find any luxury items that appear there if you can sell it under the cost or up to the cost of a garrison ration.

COMMENT

That is not quite understood. We try to fill the idea from here that the menu is a guide and yet on some Army posts and bases they take it as a bible and they, for instance, many times will not give the pastry shop all of the requirements that they need because it just doesn't say so on the master menu. It all should be recommended as use for a guide and whatever the cost of the garrison ration, the post menu.

COMMENT

Yet these purchase notice agreements that come out from Washington - definitely list in their various brands and products for resale purposes only in the sales stores. It definitely states that.

COMMENT

Well that may be a case of brand products for certain other reasons which I can't give you now, but try and name , but there is nothing in the regulations of the menu board operations to prohibit you from buying outside.

COMMENT

One other thing I would like to bring to your attention is that the market center is very willing to cooperate in case of purchasing of fish or some local item rather than use the availability list of the market center. They will cooperate in every way, allowing me to do that, and we suggest that we encourage, for instance a, possibly, a post along the Atlantic Coast would like to serve oysters occasionally and they may never appear on the Market Center availability list and we would like to encourage the post to serve items of that sort if they are acceptable on their post.

COMMENT

The argument that we are trying to strive to get to is to keep that liberal control of the individual recipes on the menu from this headquarters if possible. We mentioned a short time before, when I first spoke, why we have gone to a 10 day cycle instead of a 15 day cycle or we cut the menu down to a 3 day menu instead of a 30 day menu. So I think you will agree as most of the people I have talked to who are interested in menu planning; in this country we can develop a pattern of food. In other words people eat potatoes and meat seven days of the week regularly. It doesn't seem to us that it is necessary to make an entirely new menu every month. The pattern appears and we eventually want to get to a point where we can set up a pattern, an acceptable pattern, a logical pattern, for the whole year. In other words every January would have the pattern of the January menu, climatic conditions, so forth. The availability of items will change that each year but the basic pattern will remain the same and we want you in studying the whole situation to get back to the field and give the field as much opportunity to change that pattern menu as possible according to the acceptability of the post. Now we know it can be done because we had a food service supervisor at Fort Myer who studied the acceptability of his post and within the master menu made a great deal of variation between messes not only on the post. In other words at one mess he had hot cakes, another mess he had french toast. He would give the one mess more hot cakes and the other mess more french toast, and was able to work it out on a close proposition. And that is what we are encouraging. Of course we have in so many cases only one operative in the field who pays any attention to the master menu and that sounds awful. He is responsible for the supply so he makes the substitutions according to availability and never attended a menu board meeting. Sometimes the food service supervisor hadn't attended it. Naturally the availability of items we find the interest there is sales losses because as soon as he gets the list he brings it to the menu board meeting.

COMMENT

We are all aware of that fact Colonel. I suggest we put that back on a 30 day cycle. I want to make these reports of recommendations for a matter of record. In that the allowance of fresh milk will be increased to 16 ounces per day per man. And the market center be compelled to purchase it in the container desired.

COMMENT

I might add to that that the containers are not available.

COMMENT

They are at Myer.

COMMENT

Well they may be in individual areas and we've tried to arrange that but in the main containers are very critical.

COMMENT

I would also like to see inserted in this TM-215 that sales officers will be authorized, definitely stated, which it isn't now, that messes will be authorized to purchase at the end of the month any moneys that are left over up to value of the garrison ration for the number of men each day. I further recommend that the field ration existing be discontinued and be placed on a monetary allowance of which I have spoken.

COMMENT

I have been working on this thing for a number of years. A number of things we find which isn't your fault, well some of it is your fault, we want all brand buying in our mess halls I think one instance is cereal. Somebody up in Omaha started the cereal factory and they underbid and undersell. Therefore, we buy 4 or 5 million packages of this and when it is drawn by a sales officer I insist they split it up in different varieties. But most of them get one brand. They get one kind of variety, just one. It may be all John Doe's Wheat Flakes today, and it may be all corn flakes tomorrow, it may be popped rice the next day. I would like to recommend that cereals be purchased in cases of 75 or 100 and not less than 5 or 6 varieties to a case. I am not speaking about any one particular cereal.

MR. CLARK

May I make just make one point here Colonel Bryan? Air Forces, I believe, I think Major Ball has spoken about really knows more about this subject of ration committee study and problem. That we are going to have at a food conference later, Major and I, I concur in the Air Force has been fighting on this thing for a long time, working on it, trying to formulate these things because we believe 100% that the soldier is entitled to the full value, and this for the purchase of any ration to save money. The purpose of the ration to give him the full value of what he is supposed to have regardless. I know it should be made available to purchase things to eat in the mess. I think this will come up before the real discussion which comes under the heading of mess rations.

COL. HARDING

I am afraid we will have to close the discussions on menu planning. Thank you Mr. Clark. Due to the fact that we have some other talks this morning we would like to make available to each of the other speakers a short time for discussion. I would like to point out that the talk from 1115 to 1130 on the program, "The Importance of Public Information" will not be held this morning so that we can absorb that time with a certain amount of discussion. I would also like to make clear to you the fact that we have had to change these discussion periods and to allow some of them to go for committee work because the committee are very important, we feel, in formulating definite recommendations to be given to the conference for a vote before the conference closes. As you know we would like to have everybody get off what he has on his chest but a general discussion does not bring out too many definite recommendations. I am sure that next year at the conference we will have to give another week in order to have sufficient time for discussion and committee work. However, where you have definite recommendations to make, such as the Major had, there are two things that possibly can be done. One definitely is, you can go to the chairman of that committee and make them to him so that he incorporates them into his committee reports. And then during some of the discussion periods that follow toward the end of the conference some of these subjects may again be brought up for general discussion. The next subject is "Central Meat Cutting Plants and Fat Rendering Plants". We have a speaker here for that subject, a man who many of you know, who has come through your post and made surveys at your request for such plants. A specialist from the Food Service Division Mr. James Klaer..

NOTE: See page 264 for Mr. Klaer's remarks.

The United States Army is today, faced with the problem of obtaining manpower. The situation has not been of vital significance to the Army in the last decade. During the war years the cry was raised from time to time that the bottom of the barrel was being reached. The study has indicated that with the active participation of our forces on the several fronts and in many varying climates, we did feel the pressure of personnel shortages. During those days our needs were met by levying on the civilian population for our personnel wants. These levies resulted in making available to the army at across the board spread of civilian skills. Many of these skills were of vital importance to the success of our expanding army, and were directly used in the accomplishment of our mission. Many more of these civilian skills did not have a military counter part, or were not in demand when they came into our army. In the latter case, these civilian skills were of a mammoth value, and required the army to expand the claiming requirements to bring about a conversion to army skills from which a shortage existed. It may be a repetition of old types of this conference group but in order that we all may have a common basis before which to build our talks on selection for the Food Service Program, let us look at the record. In 1942 thru 1944, the years of our heaviest levies on the civilian population into the army, the army was obtaining approximately 3 men per 1000, who were civilian cooks; while the need of the army, in order to meet the requirements, was 35 cooks per 1000. This situation permitted of a shortage of 32 cooks per thousand; and required training programs to be established to take care of this shortage. That was the situation when compulsory induction was in effect. Today the army is faced with the same problem. A shortage between the number of qualified food service personnel enlisting and the requirements of the service. I assume this conference realizes that the success of the Food Service Program rests ultimately on its personnel and their satisfaction with their assignment. I also assume that we are all interested in procuring for the food service field men who interested in that work area and who are of sufficient mental ability to meet the new standards established by the Quartermaster General. The basis for efficient personnel selection must be closely coordinated with the job standards required of the operating personnel. I recognize that the operation of a field service program during the days of World War II left much to be desired. I, however, do not fall into that class which found nothing good about our Army chow. I believe that recognizing the hardships under which our food service personnel operated has a priority giving other army missions the food personnel deserved at least and well done. The war pressure is at least temporarily relieved and now we can take inventory of our accomplishments. We can discover the peaks and valleys of our achievements. The Quartermaster General has surveyed the operations for which he is responsible, with the assistance of a professionally qualified group of advisers; he has determined that one of the values was the food service program. This professional study has resulted in the accomplishment of new minimum

standards for food service in the army, The report was received enthusiastically by present and ex-GIs who always found army chow unpalatable. The army has recognized the necessity for maintaining the standards established as minimum by the interested committee report. The report covers many areas not ? to my phase of this continent, but many plans regardless of scope, must take cognizance of the operating personnel. This the report has done. Their recommendation for raising the personnel standards has resulted in an intensive drive to improve the calibre of the operating personnel. This should result in improving the general quality of production among food service personnel. I believe we all agree that raising the calibre of the operating personnel will enable the QM General to expand and improve on the establishment within the food service. This assumes our ability to obtain this higher standard personnel. Where are we to obtain this personnel? Gone are the days when the army levied on the civilian population for their personnel needs. Today the Quartermaster Food Service Program is in competition, on a dollar and cents basis, a social basis, with General Motor, United States Steel, the Waldorf Astoria, Joe's Lunch room, Child's and Thompson's Restaurants. Today the army must meet civilian competition in the area of wages, hours, working conditions, promotions, transfers, job assignments, and future career opportunities. All of these are areas which must be considered prior to any attempt to select. First, must come an intelligent, hard hitting, recruiting program with all cards on the table. The army is seeking personnel who will meet at least minimum intelligence standards. We all recognize that personnel below certain standards are of little value to our present army. We now insist that interested civilians pass a preliminary screening test at the recruiting office prior to being sent to the central examining stations for enlistment. This basic screening test, the RI, eliminates those who have little chance of meeting present enlistment standards. The successful applicant on RI test proceeds to the central examining station where he is given a physical examination and an additional screening test, R3 or R4. At present, the applicant must achieve on the R3 or R4 a score equivalent to 80 on the Army held classification test. The applicant who qualified on the R3 or R4 and passes the physical examination is enlisted for the army. The men enlisted in the technical administrative services of the army at the present time have an average army general classification test score of from 90 to 95. Vast improvement can tempt the ability to learn compared to groups admitted to the army where the minimum entrance requirements were 70 AGCT score and lower. With this situation existing the pool from which food service personnel will be withdrawn is a hard calibre that previously availed. At this stage of the personnel selection and screening program we have eliminated individuals not capable of making positive contributions to the army. Recruiting reports indicate that 30% of the applicants processed at central examining stations are eliminated from enlisting in the army due to the failure of mental and or physical examinations. The need for these higher standards is reflected by the fact that out of 124 army school courses 111 of them required a score of 90 or higher on the army general classification test; which is approximately

the equivalent of a qualifying score on the R4 or R5 required for enlistment. The basic duty assignment in the food service program, that of mess attendant 062 does not have an army general classification test requirement. Of the job of cook, 060, has 90 army general classification test requirements. It is apparent from this that the entrance requirement for food service job fields are in conformance with the pool of available abilities. The problem now becomes one of selecting from this basically qualified school those individuals who are to be trained as food service personnel. At this point in the selection program, several factors are introduced which restrict and prevent the selection of many qualified personnel. In general the following factors reduce the pool; first, enlisted men selected for specialized school training, either in the army or service for which enlisted, or for specialized training on the regular army unassigned basis. Second, enlisted men expressing interest and qualified for special assignment such as counter intelligence for, or army ground force leader school, Third, enlisted men who have enlisted for a special overseas unit such as First Cavalry or 24th Division Fourth, 1/3 of the enlisted men enlisting failed on these minimum food service requirements. The most important factor, which I mentioned previously, requires some elaboration. During the course of basic training the recruits are given an opportunity to request attendance at a specialized school, provided minimum qualifications are met. In actual practice at the present time most recruits who have 90 or above alternate. These men proceed to the specialized school direct from the Replacement Training Center, and in general, can be considered as lost to any potential program for mess attendant or cooks. This results in reducing the large pool of men potentially qualified for the food service program to a comparatively smaller pool composed of men who first did not qualify for school, generally those that came 70 or 90 out of the army general classification test; second, those enlisted men not desiring to attend school even though qualified. This screening, at the Replacement Training Center for enlisted, interested and qualified for special school tends to greatly diminish the number of individuals available for assignment to units upon completion of basic training, or for assignment to the replacement stream. The selection for special schools at the Replacement Training Center immediately diverts enlisted men into job areas having no possible association with the food service program. And in most instances eliminates them from ever being considered as future potential food service personnel. This situation is brought about by the Quartermaster General's plan for food service which does not consider that any other specific food jobs are entry jobs. By not having entry jobs aside from mess attendants the food service program is not able to compete on an equal basis footing, equal footing, with other arms and service schools. I assume that everyone agrees that the appeal to the recruits interest is rather difficult when all that he is offered is a job as KP for 3 months and then actual school as a cook. As against the Signal Corps which permits him to immediately go into radio operating school after basic training. This covers my account of selection and screening of food service personnel up to point where the civilian having completed his basic

training and not having been selected or not selecting school, finds himself assigned to a unit along with other enlisted men of longer periods of fine service. At this stage of the personnel system we look back and recall that the recruit has been exposed to a system of personnel management that has conformed with the best practice of private industry. The enlisted man has been treated as an individual. He has been exposed to a battery of classification tests, seeking to rate him with his fellow soldier on his ability to learn, aptitudes and interests. He has been interviewed and his occupational, educational, historical, and leadership data has been recorded for present and future use. He has been invited to state his interests; and has had explained to him the army opportunities at what steps are necessary for progress. His interests, qualifications, and the army needs have tended to direct him to his present assignment. It is now that the personnel system begins to rest on company management, as reflected from higher command. It is at this level that the personnel management of the individual becomes superficial, and where interest, qualifications, and needs of the army are overlooked at the advantages of sound, immediate, shortsighted policy. Most experience has shown us the capable personnel must have an interest of work in order to achieve success. We know that the assignment of a man to perform a job not to his liking does not have to lead to the development of good morale among the working personnel. In most instances the dissatisfaction will reflect on the production. The situation not desirable in food service people, the one that we are all trying to relieve. I do not have the answer to this problem. I have some suggestions which I believe will alleviate the problem. But everyone must understand that the solution is not in the company or regiment. It is in the War Department particularly with the QM General who is guiding the program. One part of Circular 50 on the food service program states, "high morale among troops is one of the greatest factors necessary to the efficient operation of a modern army in war time". It is equally important to maintain high morale in the peace time army in order to accomplish the best War Department mission and to be ready for any unforeseen national emergency that might arise. In order to attain and maintain this high speed of morale food must be prepared in a palatable and appetizing form in such a manner that the nutritive value is retained. Achievement of the foregoing objective requires close supervision over food, procurement, inspection, transportation storage, handling, distribution, issuing, preparation, so far as these functions influence the condition of the food when served. This philosophy must be adopted by all personnel engaged in the food service program. It is this feeling which must influence the recruiting personnel, replacement training center orientation and assignment personnel, Headquarters Army Ground Forces, Army Air Forces and Technical Administrative Services Chief, regimental and company commanders, and enlisted men. The above statement of philosophy has been reflected and vigorously carried out by the army as indicated by the increase in grade allocations, the expanding improvement of the training schools, the establishment of a career pattern which is spelled out for the information of all enlisted men. At present improvement in the selection procedures rests upon the ability of the army to insure and

recognize the election procedres that fall upon all levels of commands. A cursory survey of the present procedures followed by field units as reported by field units as reported by War Department personnel audit teams reveals that men are selected and assigned at the food service program without regards to interest. Reports further indicate that field units are not intensively carrying out publicity pointed to the advantages of opportunities available in a career program for food service personnel. The army personnel in general believe that food service assignments are undesirable and give little opportunity for career growth. This attitude must be dispelled, if we are to insure enticing this job area to enlisted men at large. General education of all enlisted men concerning the opportunities available, the great distribution, the technical schooling, the hours of work, the insistance on only the promotion of those qualified will with proper direction elevate this area of work to one that is commensurate with other technical fields. Provided sufficient educational publicity takes place it should result in raising the food service program to a desirable level. With the desirable level reached we should have an increase in interest, on the part of the average enlistee. Selection of men for this field of work then becomes again a personnel problem. But not until that stage is reached. When we fail to have general recognition that the opportunities are available we find ourselves in our present situation of ordering enlisted men into the food service field rather than the desirable situation of selecting. The Personnel Research Section of the Adjutant General's Office is working at present on developing qualified tests for progress on food service career. This same aid to services can be available for further research in this field. At present valuation studies are being made on the entrance preference test which will give preference to personnel officers selecting enlisted men for technical training. Part of this test considers entrance term of food service. This test will also assist in determining work areas in which his basic interest lies even though they have not crystalized in his thinking. The army is presently considering offering guarantees of specific technical schooling upon completion of basic training to civilians who will enlist for 3 years unassigned. If the food service agencies are able to have the technical schools made available to this program it should alleviate part of our present problem. The problem of selecting and screening personnel for the food service program has not been solved by my discussions I feel assured. If it has stimulated your interest do all in your power to improve the present situation I will feel that I have made a contribution to your future discussions. This in not a problem alone for the Quartermaster General, the Adjutant General, but one requiring the combined efforts of all Army Commands.

COL. KIRCHNER

Thank you Colonel Shelton. I would like to draw your attention to the fact that this afternoon we will be given an opportunity to ask any questions, or discuss, any personnel problems further from 1400 to 1630 at which time I am sure that Colonel Shelton will be here to assist

wherever he can in answering your questions. Let me also draw your attention however, to the fact that the career program will be discussed on the 6th day, 14th of July, so try and keep your questions if possible, of course they do overlap somewhat, but if possible, keep your questions on civilian personnel for today and the career program questions for the 6th day. I would like to make one other announcement. I notice there were several officers came to me and asked about the minutes of the conference. They wanted to know whether they should take notes, copious notes or whether we should get out minutes of the conference after the conference was over. and such minutes will be, complete minutes, will be published and distributed to all the headquarter which you represent. I would like to take up the subject of Food Service Organization within OQMG. To many of you, particularly the Quartermasters, older officers, if you are very familiar with the organization of OQMG, many of you having served here in the past, however, other younger officers may not be familiar with the setup and just how your problems and requests and how the service of supply of OQMG is handled. I am not going into it in great detail but just to give you a resume as it connects up with the food service program. Paragraph 12, War Department Circular 50, reads in part as follows: "The Quartermaster General is charged with the WD responsibility for inspection of the food service program and mess facilities throughout the army for the purpose of ascertaining the efficiency of and compliance with prescribed policies, procedures and practices, and to render such reports and recommendations to the Chief of Staff as may be appropriate." Paragraph 8 of the same publication directs the QM General to inspect all food service schools and to make such recommendations that are appropriate to the Chief of Staff, Commanding General, Army Air Forces, and Commanding General, Army Ground Forces. Furthermore, the QM is directed to conduct 3 schools for technical training of personnel of all commands in food service. Quartermaster Subsistence school QM's Bakers Course at the QM Food and Container Institute the armed forces in Chicago, and a Food Service Instructors Course at Camp Lee, Va. In addition the QM General will prepare the curricular and furnish all specialists and instructors for the food service schools operated by the six Armies within the Zone of the Interior. By virtue of these assignments plus the technical responsibilities of supply and subsistence, mess equipment, refrigeration, bakery equipment which are inherent to the QM Corps, the QM General automatically becomes the Chief technical adviser on food service matters to the Chief of Staff. In turn he also becomes the advisor to the field on these matters operating through the proper channels of command as a WD technical staff agency. Close collaboration is also maintained with the Office of the Surgeon General. So we have the WD setup with the Secretary of War on top, Chief of Staff, the General Staff, Technical Services, with the QM General following Technical Services. As further stated in para 12, WD Cir 50, these directed activities and responsibilities of the QM General quote "will in no respect negate the command responsibility for supervision of messes throughout all echelons". End of quote. By virtue of the technical responsibilities of the QM General this office is in a position not only to render advice on food service

matters but also to render service of an extremely helpful nature. Considering **only** those departments primarily concerned with various aspects of food service we have the Office of The Quartermaster General broken down into the following divisions; Administrative Division, Personnel & Training Division, Fiscal Division, Military Planning Division, Field Service Division, Supply Division, Food Service Division and the Office of Technical Information, publicity. The Food Service Division is broken down into four branches, Administrative Branch, Statistical Analysis and Planning Branch, Inspection Branch and the Technical Branch. The Technical Branch is further divided into the following sections; Menu Planning Section, Central Meat Cutting and Refrigeration Section, Central Pastry Section and Mess Equipment Section. Inquiries for information, requests for assistance, the problems to be solved that originate from the field are tendered by the Headquarters concerned to the QM General, and that is routed to the Division, or Branch of OQMG that appears to have primary interest. Perhaps the interest of several divisions are involved. So the paper is circulated for the formulation of an official answer which goes out as the answer of the Quartermaster General. This coordination between agencies of OQMG sometimes requires time for studying and investigation. Although each request is approached with the attitude of approbation if possible, some must necessarily be denied by force of circumstances. However, the Quartermaster General believes such denials should be tempered by explanation if possible, so that the Commanders in the field have full realization of the reasons involved. As the name applies the Technical Branch of the Food Service Division, is prepared to render advice and assistance to the field through technical experts in nutrition & menu planning, central meat cutting and refrigeration, central pastry baking and mess equipment. Upon requests, these experts will be sent to posts or air bases for the purposes of studying problems and making recommendations within the scope of their activities. In order to keep the Quartermaster General constantly informed of the food service picture in the field so that he may, at all times be prepared to report authentically to the Chief of Staff as prescribed, a system of inspection by officers of the Inspection Branch, Food Service Division, has been inaugurated and is presently in operation. As far as possible, inspectors are being assigned to cover a specific territory such as an Army Area for the Ground Forces and a similar geographical area for the Air Forces. In this manner the inspector becomes familiar with the conditions and the problems within a certain specific command and can more readily check improvement to follow up recommendations, if successive inspectors were used. In addition travel time and expense are assured. Each inspector operates through the proper channels of the command concerned, reporting to the commander each echelon in turn, both upon arrival and departure. Conference with the Commander, The Chief of Staff or Executive in each case is requested so that information and verbal recommendations may be exchanged at first hand. Full written reports or recommendations are made upon the return of the inspector to OQMG, and distributed through the proper channel for action. It is further requested that the Food Service supervisor of each command be available and

accompany the inspector from OQMG throughout the entire inspection of a command for which he is responsible. If this is adhered to there can be no confusion of resulting recommendations, and each inspection will result in on-the-job training for the inspectors concerned. In connection with this duty the work "inspection" is unfortunate in its limitation. True, each inspection is calculated to draw picture of food service within a command and may incur critical response either commentary or otherwise but there is another very important aspect to these inspections which must be stressed. The opportunity accorded by these visits can render constructive advise, assistance and coordination of information between the fields and various agencies of OQMG with resulting good that may be accomplished. The ultimate objective in the food service program and everyone that has a part in it is to give to the soldier the best school obtainable, to prepare, serve in the most acceptable manner possible. All efforts should be spent to that end, to intelligent cooperation, eagerness to learn our jobs and learn our work. Our job is an important one. Food clothing and shelter are said to be the three requisits to man's existence. Under certain conditions clothing shelter may be taken away without resulting in anything more serious than the temporary embarrassment but that ancient chant in mess line, "when do we eat?" must always be satisfactorily answered by you and me. Are there any questions? I thank you.

COL. HARDING

I'll turn the meeting over to Colonel Shelton for the discussion of the problems brought out in his talk this morning. I want to caution you all again, we are recording this on the wire recorder; please state your name when you ask a question; please speak clearly so it will be recorded. Colonel Shelton.

LT. COL. SHELTON

AGO

First I would like to ask if there are any questions on what I said this morning.

COL. MACATEE

3rd Army

I believe, more or less. you mentioned this morning that by the time recruits reached their organization certain selections had already been made, certain aptitudes had been discovered, and certain personnel had gone off to this assignment for this specialty, and that there are relatively few people left to select for food service.

LT. COL. SHELTON

AGO

Yes, Sir, the pool was narrow.

COL. MACATEE

3rd Army

Right. The question comes up, should not we at some stage in the troop training present to the recruit, thru our I&E program, the full picture of the food service career before this selection has been done and he has more or less crystallized his thinking on his future.

LT. COL. SHELTON

AGO

At the RTC.

COL. MACATEE

3rd Army

At the RTC, yes, sir.

LT. COL. SHELTON

AGO

I would like to ask for discussion on that. Mr. Hadley, do you have anything to say on that. I know that the Manpower Analysis Section is working on a catalog of schools and opportunities in the Army to be presented at the RTC.

MR. HADLEY

AGO

I can answer your question, I think. First of all, under the present system not talking a year and a half from now when the so-called career guidance system as a whole gets into effect, under the present system the reason why the field is narrow is because there are no quotas granted to the Replacement Training Centers for input from the replacement stream to the Army Food Service Schools. The Army Food Service Schools are designed, we are told, to operate on personnel sent from units and, therefore, the only courses that could have been open to replacement stream input would have been those cooks' and bakers' courses at the Quartermaster General's school. And we used to give an input to those courses. That input was recently cut out. (Someone correct me if I'm wrong on that.) It was cut out on a promise that if the Army Food Service Schools were operating in sufficient volume that there was no need (I am quoting an opinion I heard) to give an input from the replacement stream to the QM Food Service Schools. Now it would take, to answer your problem, a re-orientation of approach in thinking to give quotas from the replacement depot to four replacement training centers.

COL. MACATEE

3rd Army

My question simply is: To early in a soldier's career acquaint him with the possibilities of a career, allowing him the option to select later, if necessary, but to acquaint him with the possibilities of, food service as a career.

MR. HADLEY

AGO

The answer to that I will give you is that The Adjutant General now has what we call a "Visual Aid Project" to develop schools and career selection materials. What that really means is that he is preparing to receive from the various chiefs of services, including, in this case, The Quartermaster General, illustrated visual aid material which will form - and monitor and issue it to the training centers - just one facet of what we call the "education of recruits in selecting their careers." That will be one thing that is being done now. In other words, this material will be presented for recruits.

COL. MACATEE

3rd Army

Will be presented or will be prepared?

MR. HADLEY

AGO

Prepared.

COL. MACATEE

3rd Army

When will it be presented?

COL. RANDOLPH

Army Ground Forces

Trying to answer Colonel Macatee's question, I was fortunate enough to be allowed to inspect two RTCs about two weeks ago and in inspecting those institutions, pardon me, those camps, that question was brought out. I believe the average instruction given, except what the commanders give in their own private time, was one hour for 13 weeks. This was brought to the attention of the Chief Inspecting Officer and it was discussed in detail with the Commanding Officers of the RTC in regards to the I&E program and also has been presented to C-1 and C-3 of the Army for any implementing directives that should be issued to RTC's. I would like to bring one more point, maybe I am wrong. I have been accused a lot of not doing things that we should do but in your statement this morning, that there were no quota for cooks, that was the minimum of cooks, to go to food service schools. The Adjutant General as a representative of the War Department, this is my personal opinion, should have advised the Quartermaster General, who is a representative, to make decisions and to make recommendation to the War Department, that certain positions should be, or that a certain quota should be made available in the RTCs to go to Food Service Schools. I think one of the dissenting points was that they would have to be mess attendants. Well, I see nothing wrong with a man going to Food Service Schools, on an army career program, that he could go back to be a mess attendant and not be promoted until the time was ripe for his promotion. I am not criticizing the Adjutant General, I am only bringing that up for suggestions, in fact, the Quartermaster criticizes me sometimes as we talk together and I would like to think that the Adjutant General should advise the Quartermaster General, who makes the recommendation to the Chief of Staff.

MR. HADLEY

AGO

The cook's position has not been designated an entry job so they cannot until the cook's position is designated as an entry job, that is can go right from training into the cook positions, give quotas to the RTCs. I believe there is some requirement that a man serve, what is it, 6 months now, prior to the time when he can cook. That was the discussion I raised, whether or not cook should be an entry position so that we can channel in people right from the training centers. I just threw that out as something to discuss and maybe it isn't practical but it appears to me that it would be.

COL. MACATEE

3rd Army

Let me ask a question right there. Why can't a cook's position be made an entry position with the understanding by regulation that he must serve, shall we say, an apprenticeship, in the kitchen, where he takes that position, and thereby make the cooks position an entry position.

LT. COL. SHELTON

AGO

Well, that is one solution. Do you have any discussion on that Mr. Hadley?

MR. HADLEY

AGO

It is quite a big problem. If you lower to him the occupation to automatically imply that it is a lower grade, you can't give your cook a grade 4 and a grade 3. Also, you have the problem, if you say that the man will go to school immediately coming out of training, are you going to send everybody to school? Are you going to send your mess attendants to cook's school, people who never get to be anything but a mess attendant. If you don't do that where are your mess attendants coming from, are they coming direct from replacement streams without going to school? Then your graduate cook when he comes out of school is going to be for a period of 6 months on the same basis as the mess attendant. You are discriminating against the person who doesn't get the change at school in the first place. The new selections say that these people have both been tried out as mess attendants, they have tried out in the bakery, they have tried out in the meat cutting plant and they have tried out in the kitchen. I think they will be a good man in the kitchen and they want to go to the cook's school. That is a much more highly desirable person to have in cooking school, it seems to me. That is merely another consideration, or more considerations in the whole problem. If you lower down the entry occupations you automatically imply that the grade is lower. Now you can call a man and you can say, "Well, we will have a T-5 cook", but you are pushing your job down and it is pretty hard to justify a cook as a T-3, a cook as a T-4 and a cook as a T-5.

QUESTION

But there would be a possibility though, wouldn't there, say, starting in the RTC, and recruiting personnel, more or less, for the Food Service Program by stating that if they come to a unit and serve a certain length of time they will be automatically sent to cooks school.

MR. HADLEY

AGO

Yes, definitely, provided they meet the requirements.

COMMENT

The possibility of going into the RTCs (now if you object to any of these thoughts, it's your chance to take over) more or less recruit personnel for the Food Service Program by a promise of selection for school at a later date provided they serve a certain length of apprenticeship in a unit as a cook's helper or as a cook. If a cook took it they would have to serve an apprenticeship and then go to school. The problem, as I see it, is the competition with the other services for the good personnel that are in the RTCs.

COMMENT

I think this whole conference has developed just one thing and that is the whole Food Service Program hinges almost solely on personnel. And yet, it seems to me from what's been said here, that no fixed and satisfactory way to obtain that personnel as compared to certain other categories, has been established.

MR. HADLEY

AGO

I think that's true. We have a plan drawn up for guidance of a man entering the food service career field from the day he enters the army.

COMMENT

That's too late then.

MR. HADLEY

AGO

No, this will be a plan which is going to fit across the whole army.

COMMENT

That's all right.

COMMENT

But as you say, for this immediate practical purposes that is not particularly helpful. We will have over here next Monday the guidance program for the food service fields which will go into effect at the same time as all other fields.

COL. BRYAN

AAF

With reference to this career program - food service personnel - from our point of view in food service the thing that we desire is that the survey will be made at the Replacement Training Center - The Air Forces Replacement Training Center. There the individual would have the opportunity of electing upon his assignment to a unit at that time of being assigned to food service as a mess attendant. He will be watched by the first cook and the second cook or by the baker or by the meat cutter or wherever he is putting his service in as an O62. If he shows initiative and desire then he may be selected upon recommendation of those operating personnel through to the Squadron Commander to go to the appropriate school to further his training and in that way the O62 becomes the basic, primary step in the career of the enlisted man, whereby he may progressively go up the ladder into Service 2 and become a warrant officer and even become a candidate for officer candidate school. That

is the long-range Air Force Program, even to the extent of having something to sell these boys that we are trying to get into the Service on a voluntary basis, not just to become an ace mechanic or radio operator but here is a chance for a young man that might basically be interested on the outside in food service and here's a chance for him to come into the Army and go up the ladder as far as he himself individually desires to go.

MAJ. TULLY

Camp Lee

May I ask one question? How long would the apprenticeship last for an O62 before he would have the chance to go to school?

COL. BRYAN

AAF

It seems that present regulations cite six months. At the present time with the shortage of qualified personnel we might use the authority granted in Section 10 of Circular 50 to waive certain provisions and get that boy in school if he still shows that desire. However, in the future, after the load has once progressed through and we have a replacement factor only to be considered then the period of time that that individual might have to serve as an O62 might exceed that length of time; it depends upon the replacement requirements.

MAJ. TULLY

Camp Lee

I would like to raise a few questions before discussion. As I understand from the setup for the other Technical Services on the completion of basic training a man has the opportunity to go immediately in that basic training, but as proposed, a young man who wants to advance fast and keep abreast with the Army advertising to learn a trade and advance, he must do all of the prosaic jobs as a mess attendant for six months before he has an opportunity to go to a technical school. I've talked to thousands of these young men that are influenced to go into food service and you will find many of them say "No, I would rather be an automobile mechanic, or I would rather be in radar, or in shoe repairing," and there is not the glamour to get into food service. I believe that if you hold these men for six months doing the prosaic duties, you are going to lose their desire to go into food service; and we have lost another chance to get men in early in their Army career and get them interested in food. I believe that if we are going to build up the food service program we should get these men just like the other Technical Services just as soon as they are available in the stream. Another thing, if you get them in the messes, with the promise that in six months if they make good they will go to the technical schools, I am afraid you are not going to be able to fulfill your promises because with only six schools and the limited quotas they have and the limited number of instructors in messes which they have to train, they will not have the facilities after six months to take all these men which you have promised to give training to.

MR. SMITH

OQNG

I have an answer for Major Tully. One thing, I think that you will have to consider which has probably not been made, that actually mess attendants will be probably longer than six months as mess attendants. Everybody isn't going to go up the ladder. Those of us who came into the Army during the war, we went up lickity-split, but that's over. It's actually going to be the same way with enlisted personnel and everybody can't go up to the top; somebody has got to be down at the bottom and be your permanent mess attendant. Six months seems to me very reasonable, and frankly I think they probably will be mess attendants for a year, some of them maybe more.

CAPT. OGDEN

Strategic Air Command

I don't think a man goes to a plant and is employed as the manager or in one of the top positions immediately; he has to fulfill his career requirements. After all, that is what gives the major over there his ambition to stay in the Army. He is going to be a colonel someday but he has got to work his way up through the ranks, and I think that applies to food service equally. I don't think a man should be taken in and trained for the top or higher positions. We are neglecting the career and we are neglecting fulfilling the basic necessity in the mess hall and that is keeping it clean and doing the dirty work. Everybody in civilian life, and we have civilian food consultants here who I think will back me up, has a training program within their organization wherein men do start from the bottom and they work for each trade and there is no time guarantee. They have to fulfill the requirements of that position. Stokers, Inc. brings people in and they are possibly headed for managers jobs or assistant managers jobs. They start out by putting coal in the furnace and they work about one year doing that. And it is that way with many people in many other organizations. I think we lose sight of our objective when we say take these boys right from civilian life who are making a career of the Army and putting them in top jobs without making them serve fundamentally and primarily in the dirty jobs.

COL. SMITH

Caribbean Air Command

On you 062, I don't think anybody will deny that you are going to have a man who is an 062 for a long period of time. However, my objection to this six months mandatory training before he can go to school is just this: If I get the sort of youngster who is ambitious - and he wants to go to school and I want to send him to break him in - after I get him I don't want my hands tied. I would like to see that mandatory provision of six months of training of an 062 stricken from the books. I believe that should be left to a command decision. Now, there are two other points in this personnel which I would like to discuss this morning; they are both short. I do not believe that any provision should be made for any food service technician in grades lower than technical sergeant. It is very obvious that if your First Cook is a Staff Sergeant and your Post Steward is a Technical Sergeant then the man should be a well-qualified mess sergeant before he was ever a technician. I would rather see fewer technicians in the higher grades and I think we can accomplish more by doing this. Another point - any man selected for 062 training - I won't say any man but a reasonable percentage of these people should

be of MOS high enough; that is OCT high enough - to qualify for the higher mess positions.

LT. COL. SHELTON

AGO

I believe that is contemplated.

COL. SOULE

Far East Command

I haven't discussed all of my problems with my colleagues from other overseas commands, but from the observations I have made within the last seven months that I have been the food service supervisor in the Far East. I feel rather strongly that the cooks should be trained and all your mess operating personnel should be trained in the Zone of the Interior. We have perhaps 25% of the Army overseas. The men don't stay with us long enough to make training worthwhile or even possible. I have a few figures here - we made sort of a Gallup Poll Survey of the cooks in Japan in May. We found that 76.4 percent of all the cooks now engaged or assigned as cooks will be gone by the last day of next January. They will be gone from the Command. In other words, there is that much turn-over in prospect. Of course, it is due largely to the sudden influx of 18 months enlistees that we got at the last minute when the GI Bill of Rights was held out to them who joined the Army. Of all the cooks interviewed we concluded that 8.7 percent had adequate training, approximately 60 percent had some formal training, and over 30 percent had no training whatsoever except on the job. The Commanding Officer said, "Well, Joe Zilch you are a cook. Go in there and start cooking." So 30% of our cooks are in that category. As far as training them we are running food service schools over there to the best of our ability, but we can't get instructors. War Department Circular 50 says that The Quartermaster General will furnish instructors. That applies to the food service schools in the Z/I. We requisition them and they come back and say, "So sorry. You will have to train them." If we don't have men who are capable of being trained, we can requisition them. If we had the instructions to train instructors we might be able to do some good. I am very interested in the proposed change to War Department Circular 50, making mandatory higher grades for food service school instructors, but I am wondering how practicable that will be. As you know, the food service schools overhead, the category of instructors, comes out of the bulk authorization. Your bulk authorization is very limited in the grades and ratings that you can offer. Consequently, if you prescribe higher grades for the food service school instructors in proportion to their strength it upsets your whole principle of bulk authorization and tables of distribution. I don't believe it is a practicable solution. I hope I may be forgiven for taking such a dim view of these things, but I have been fighting it hard and that is our problem in the Far East - training personnel. If we do train - if we have the instructors - it costs the Government a whole lot more to train the man. We have got to ship the food over to feed them, he gets higher pay overseas and he is doing nothing he can't do in the Zone of the Interior. I offer it just for

whatever it may be worth to add fuel to the flames and complicate your problems here.

CAPT. McCARTHY

OQMG

I would like to ask the Colonel about one of the sentences in Circular 50 which states that The Quartermaster General should supply specialists to instruct personnel. That was might fine last year when we had a training center at Camp Lee from which we could draw personnel to put into a series of courses. But now it is just like having an empty auditorium and if we have a requisition for men from the field saying that we need so many instructors in school, so-and-so, and here is the empty auditorium, you will take them right out of there. If you object, Colonel, to the increase in grades of the instructor personnel, then you must be entirely against Circular 50 which increases the grades for all messing personnel. We have found out, after Circular 50 came out, that there was much proselyting of instructors because of the fact that our instructors in the grades of T-5 and Buck Sergeants were being approached by company commanders: "I can give you a tech. sergeancy if you come over and take care of my mess." I believe personally and sincerely that - and I think we must all realize the same thing - The Quartermaster General being responsible for the Food Service Program that there should be no deviation whatsoever from Circular 50 by any command whatsoever, AGF or AAF. If it states that the Food Service Supervisor should be at a certain level, he should be at that level throughout the entire Army to avoid confusion.

MAJ. McILHINEY

3rd Army

I want to attach the replacement question which never got tied up to my satisfaction and I don't think to many of you. Major Berner, the Food Service Supervisor, and Major Davis from our Army and myself were at Fort Jackson and talked about this problem at length. We would like to see devised the scheme of holding back after the students have completed their thirteen week cycle a sufficient number of men in each unit to remain on duty with that unit as O62. That will give a new class of men to go on and enter the next cycle, and 13 weeks' basic training behind them and 13 weeks' practicable work has been attended and the likely ones from that group then should be sent to food service school in this country and put back into the pipeline. The O62 would go back into the pipeline at the end of the second 13-week period as more or less trained O62s and go right to work. It would give us all of our training company to be working on their normal training program and would not interfere with that at all. The second advantage would be that it would give the food service personnel a little edge enabling them to be equal to the Signal Corps, the Corps of Engineers, or some of the other services and arms which offer men good jobs in that it would keep the boys - we admit that it would give them that edge and we are smart to see that.

LT. COL. SHELTON

AGO

Are you from an RTC?

MAJ. McILHINEY

3rd Army

No, I'm from the Third Army.

LT. COL. SHELTON

AGO

Anyone from an RTC who would like to comment on that proposal?

CAPT. OGDEN

AAF

I think Circular 50 is good as it stands, and I think it is probably going to be improved. We are here to do something along that line, I understand. I have been in this food service in the Air Corps for quite awhile now and have done a lot of the planning. We think, as I said before, that Circular 50 is a pretty good plan. We take Paragraph 12 by which The Quartermaster General is charged with the enforcing authority (we think that's swell too; somebody has got to enforce it), but lots of pessimists don't think it is going to work; they won't even let you try it. But you go out right now and this thing is in effect and a War Department memorandum backs it up and The Quartermaster General is getting notes from this service and this force: "Don't enforce this and don't enforce that." They're not even allowed to make any inspection reports. I wonder who is going to take the bull by the horns and enforce the difficult provisions of Circular 50 and back us up on it, not only in personnel but different staff positions and so on. It is not being done by your own inspectors in the field, because I've been out on one of them already.

COL. BRYAN

AAF

When you get on food you really have trouble, don't you? I don't think anyone is basically more interested in the entire Food Service Program than the Air Forces. I believe I made that clear yesterday. We do believe in the pattern. We have no complaints whatsoever in the Air Forces with any official actions that have been taken by the Office of The Quartermaster General or any other War Department agency. As a matter of fact, I believe that I can unequivocally state that we have exceptionally fine cooperation and coordination. We appreciate it very much. However, I do want to comment on these proposed changes to Circular 50, if that's in order. All of them on the surface, in the first flush, sound very fine with the exception of one. That one is the change that will apparently remove the special staff status of the position of food service supervisor. He will no longer be responsible directly to the commander. He will have to go through somebody else who will be responsible

to the commander. He as a food service supervisor will not have the opportunity to do the things and write the things and say the things that he as a qualified expert -- and if you please we are going to establish a school that takes nine months of specialized training to raise that individual to a level that he will be able to coordinate and assist not only in your storage, your cold storage and refrigeration, but your garrison bakery, your central bakery and all your other activities, including the mess. We're making a specialist out of him and we're turning right around and asking him to not to be able to express his opinion to the individual who needs his help to do the job he has to do. We believe in the food service that the supply people have plenty to do if they'll take care of supply. We have no bone of contention with them. Let them take care of supply. Let the specialist in food serve the food. Try to gather all elements involved in food service, all elements, and we all know that they are numerous. Let them tie them all together. The supply agency on the post or on a command level or at the higher echelon level - he has a lot of other things to think of besides the personnel in the food service program, besides training, besides organization in food service. He has his hands full with other problems pertinent to supply. Food service, as a service, is not supply. Food service, as a service, is taking the things that supply has given us to work with and providing a service to the soldier. We feel keenly on it. We feel that there are certain Army agencies that feel that they can't operate on that basis. Let's not make a suggestion to destroy the present authority of making that individual establish a responsible organization for the food service within a given command provided by making him a special staff representative. We feel keenly on it because we feel that that is the key to the unlimited horizon in the problem of food service both from personnel to the basic problem at the station level, all the way through - have that echelon clear, clear out from the lowest installation level up to the highest so that every single commander knows that he has in his organization the individual that has been properly selected, properly trained, as a specialist to do that job and I can't help but feel that our good friends, the food consultants, feel the same way because of their own problems in their own field.

WO PIENKOWSKI

Air Materiel Command

I believe the purpose of this conference is to express our opinions and upon arrival at this conference, I did not know I would have that privilege, but I see now that I have, so I am going to take advantage of it and try to win my nickel's worth. I have heard the grand speeches since I arrived here. Just for my personal information, if I may, I would like to ask the members of this conference how many of them have started out as a private in this army and cooked in a kitchen, worked himself up to mess sergeant, mess officer, and food service supervisor like myself: Major Baldwin and Captain Dillman? How many officers have worked up that ladder? Show of hands.

COMMENT

Looks like you have a lot of company.

WO PIENKOWSKI

Air Materiel Command

1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17 hands. I am glad to see that because what I am going to try to present may be personal things. I am looking forward for the warrant officers of the U. S. Army, if I may say. We wanted to enter the food service program as a career, speaking for the cooks and mess sergeants, and I would like to say that all the cooks and mess sergeants should be given an opportunity of becoming warrant officers. But then we look at the food service supervisor status, knowing that we as warrant officers can not become members of the special staff because we don't have the rank. Since I have been in the army during the war I have been a food service supervisor for Air Forces overseas which called for Major. I'm in one now which calls for Major, here I am a warrant officer. All due credit to the food service supervisor on the special staff in A & O. I do not believe it would work in every installation in our command. For this reason, we have 70,000 civilians in our command, 9,000 enlisted men, 2,500 commissioned officers and warrant officers. At many of our installations that I have covered recently we have one military mess. The majority of our food service activities are post restaurants and snack bars for civilians. We have, that is Colonel Knoll and I have brought the subject up to our general officers and they agree with us in this respect, that we would be wasting the manpower of one officer on a special staff if he is to supervise that one military mess at our installation or that one post restaurant. We think that our commanding general should have his prerogative to appoint the food service supervisor on a special staff or put it under the Quartermaster. I believe General Eisenhower and General Spaatz both hold commanding generals responsible for food service activities and I believe we can get the job done the same way as desired by our commanding general and he should have that prerogative. Thank you.

LT. COL. GUEHRING

1st Army

I would like to know just what is this change. Everyone is talking about the change and I am in complete ignorance of it. Did it come out? I would like to know what it says.

LT. COL. SHELTON

AGO

No, it's just being written. That's what Major Liebliok was speaking about and I believe you decided it is being held up at the present time, is that right, Major Liebliok.

MAJ. LIEBLICH

P&A Division

There is this to be said. We have a proposition from the Quartermaster which is the result of certain conversations between the Chief of Staff and General Devers as it applies to the Ground Forces. I don't feel that at this point I ought to project the proposition. If the Quartermaster wants to put forth his views he is free to do so.

COMMENT

We would like to know what it is.

MR. SMITH

OQMG

I will present it unofficially for the Quartermaster. I worked on an original draft about ten or twelve months ago, on a plan for food service organization and at that time we conceived of having all food service supervisors as Quartermaster officers at the various levels throughout the War Department and that is what we sent to staff over General Gregory, who was then the Quartermaster General, signature. Correct me if I'm wrong. And then at a later date we had a change of personnel, change of ideas, and we concurred with War Department Circular, I think then 320, in which the office of food service supervisor would be an officer of any Arm of Service and would then be on special staff. Now, is it correct that we have asked again that they be Quartermaster officers, is that the story?

MRS. COOK

No, that isn't.

MR. SMITH

OQMG

Mac, have you got it?

CAPT. MCCARTHY

OQMG

As far as I remember when we talked over this revision of 50 - there is one thing I would like to bring out as far as this revision of 50 is concerned - and that's this - that I believe as far as I can remember with a little over six years in the Army - that this is the first time there has been such close cooperation between the General Staff, such as the Adjutant General, etc., on the revision of any circular because it was presented to the field as a must - we discussed with Mr. Hadley and representatives of the Training Division of the Quartermaster General for three successive days and at the completion of the discussion we made certain suggestions and recommendations for changes and inclusions, such as Major Lieblich has mentioned to you. When Mr. Hadley took the

completed rough draft back to the Pentagon he said that immediately upon his arrival at the office he would prepare a completed draft and return it to us for further recommendation, etc., to make sure that nothing had been overlooked. As far as the recommendations as to the status of the food service supervisor, I believe, and I will use Mr. Smith's phrase and say that it is completely unofficial, because if I am wrong I don't care to be quoted, but from Army level down the food service supervisor is on the staff of the Quartermaster. At post, camps and stations, where there is not a Quartermaster Section, I am wording it this way as some of you know that there are post, camps and stations where they have never had and never will have a Quartermaster Section, but where they do not have a Quartermaster Section, the food service supervisor is on the staff of the Commanding Officer of the post, camp or station. Does that answer the question.

COMMENT

No, it is not clear at all.

CAPT. McCARTHY

OQNG

Well, let's say that from army level, battalion level, all the way down, the food service supervisor is under the Quartermaster. Circular 50 reads at the present time, now I'm talking about the revision to Circular 50 and this discussion between General Larkin, General Eisenhower and General Devers. When the Quartermaster General makes recommendations, it is presented to the General Staff as a recommendation of the Quartermaster General - it's his opinion that such and such a thing should be this - then say the Commanding General of Army Ground Forces makes a similar recommendation or suggestion, etc., that is his opinion.

MR. SMITH

OQNG

That seems to be a good question to bring up and let this conference offer its comments on. I think our original reason, if I remember back on it.....

COMMENT

That isn't the question. The question was: Where is the food service supervisor right now?

MR. SMITH

OQNG

Right now he is on the Special Staff. The proposed change is coming up here, as has been given to you by Major Liebllich. But it is not an official change, he made it clear that it is only a suggestion that has got to be concurred in by Army Air Forces and Army Ground Forces. I think it would be a good thing for this conference to discuss as to where

you want to be. That's a good question. We reasoned initially, way back, that if the food service program encompassed such a thing as a centralized feeding, and if you worked with the commissary officer and so on, that your training as a Quartermaster Officer would be of assistance in that line. If you were confined to messing operations only your training in Quartermaster wouldn't be any different than it would be for Infantry therefore, it wouldn't be necessary. But it's a good question for you people to bring up and decide where you want to be. At least you could go on record for that decision.

COL. DURBIN

6th Army

The order that was issued happened this way. Circular 50 comes out as is now written and in the hands of the troops, and states that the food supervisor in all arms of the services will be a separate staff section. In effect it says they report directly to the Commanding General. However, the Commanding General, Army Ground Forces, did not concur with that, and represented to the War Department that so far as Ground Forces are concerned that the food supervisor be on the staff of the Quartermaster at all levels. That is the case at the present time. That Order was issued by the Ground Forces and is now in effect so far as the Armies are concerned. So far as the Air Forces are concerned, nothing has been changed that I know of. So far as the change of Circular 50 is concerned, I understand it to be, I have only had the chance of reading the draft, I understand it to be substantially as the Ground Forces operate - that he will be on the staff of the Quartermaster if there is one but will have direct access to the Commanding General. I don't claim to say it's right or wrong - that's merely the facts as they exist now.

MAJ. BALDWIN

12th AF

I have three recommendations I would like for Circular 50 before it goes to press. One of them is to authorize base commands authority to sign waivers for food service personnel who they think are capable of attending a school. We have in our command, and I think it's worse in other commands, at one of our stations, 75% of the people, who have not been to school, who cannot qualify either because of ACCT scores or educational qualifications. In another one of your stations it's running around 68%, and over the Tactical Air Command it's 57%, and we can't send them to school without sending a letter to Washington.

COL. BRYAN

AAF

May I interrupt, please, There's an AAF letter out now delegating that as far as Air Forces are concerned to the major commands.

MAJ. BALDWIN
12th AF

Okay, well, that will be a little better. I would like to see the basic food service technician of a base one grade higher than a mess steward.

MR. HADLEY
AGO

Which mess steward?

MAJ. BALDWIN
12th AF

Well, we have tech. sergeants for mess stewards and the base food service technician is listed as a staff sergeant in most cases.

MR. HADLEY
AGO

Yes, well we've changed that to Food Service Technicians. I think everyone is in agreement with that. At least I haven't found any disagreement.

COMMENT

We have - I don't know what the Ground Forces are doing - at one of my stations 38 surplus MGS, 8 24's and 75 062's short. I would like to see something in Circular 50 that will let us go ahead and re-classify those people and down-grade them to the grade they actually can hold.

COMMENT

That's your career program.

COMMENT

That takes to long. It will take you six months to reduce a man's grade.

MR. HADLEY
AGO

And And he has to fail the test.

COMMENT

I believe that judging from the conversation, there is a shortage of cooks and mess sergeants and food service personnel in the Army. I have certain statistics. Our statistics so far as cooks - we don't know how good they are or when they are going out of the Army, as the Colonel mentioned so if there is an indication that there is a great shortage of cooks, mess sergeants, and so forth, which brings us back to the point, I believe, that our job is to get qualified personnel. We have had two or three suggestions on how to get those people. One was that they be retained in the RTC for 13 weeks' training - additional training as O62s, and then sent to school. I believe there were other opinions expressed that there should be some sort of system to interest these people completing basic training in the food service program. We still have time. Would anyone care to carry on the discussion?

COL. DURBIN
6th Army

I would like to say something about a little different subject. I think we ought to also do something about keeping the personnel we've got. One of the problems we find - it is not Quartermaster - it is a command problem - in the field there is a continual down-the-drain of qualified personnel who do want to stay in the Army. There is no big reason why they want to get out of the Army, except that they don't want to throw at the mercy of the replacement system in the overseas jobs which a lot of them don't like. Maybe they have only had, let us say, six months service overseas. I have been told by Division Commanders in person, that "If I were allowed to recruit for my division I could fill it up with qualified personnel tomorrow". I am sure it would take longer than that but he said two of them said that to me now, that if I could recruit and tell these people that they could stay with the Ninth Infantry or the 23rd Infantry or this or that Field Artillery, I would be able to keep my division up to strength. That is just a thing for thought; I don't say that it is right or wrong, but it is for thought.

MAJ. LIEBLICH
P&A Division

I might tell you that there is now being published a recruiting authority to permit army commanders to recruit, thru the recruiting service, for vacancies by MOS within the Army of men with prior service with a commitment to keep them within the Army area for one year. That I think, will answer your problem at least that's what most Armies seem to want.

COMMENT

It's a step toward it. The thing that they completely want is to be able to enlist for continental service for the period of the enlistment. I don't think they want to take a year on - I'm not saying the

merits of it, I have never even studied it; I am merely telling you it exists. Another thing that exists in a wide-spread resentment on the part of food service personnel at being required to train in addition to being food service personnel. They want to train in lieu of doing food service work. In other words, they don't want to cook and drill. They want to either drill, or cook. That again I am not stating that it has any merit one way or the other. It merely is one of the major gripes of food service personnel.

MR. SMITH

OQMG

I would like to go back to Colonel Soule's comments on the problems of the Far East. Captain McCarthy, I am just talking out loud. I wonder if it wouldn't be possible for us to train personnel if we can get them out of the replacement training center direct and put them in food service schools and train them here to send overseas. If that would be satisfactory. While we're here we've got enough overseas people to ask to see whether that is a problem with all of them, and if we could, we could work that problem out. As he points out, it is wasteful for a man to go overseas to get training when we can train him here. He can still operate his schools there to have in-service training. We could work out a replacement system like we had during the war. Can we provide the quotas in the schools for that purpose?

CAPT. McCARTHY

OQMG

I have given you some unofficial figures - they are official as far as the school is concerned. My personal opinion as far as training them here and sending them overseas is this: You lose track of your food service plant personnel right here in the States. What would happen when you put them on the boat and send them overseas? There is one Army area where a survey was made and they found out that 79% of the enlisted men and officers who had graduated from this particular food service school were no longer in the Army area, and further went to find out just where some of them had been diverted to and found them grease-monkeys and everything else. So, now if you train all your food service personnel in the States, put them on the boat for overseas, you know just as well as I do that an officer has on his 66-1 certain representations of what he is capable of doing, numerically. And if he is a qualified food service supervisor and has that MOS, yet above that he might be 4222 and they need a sales officer; he's it. That is my comment.

COL. SOULE

Far East

Of course, that is a matter that is a little bit beyond my jurisdiction, but I believe that I can speak with some assurance that if the cooks are trained over here, they will be used as cooks in the Far East in the majority of cases. There will be a few miscarriages in any

organization such as the Army. A man may decide after he is finished his training that he doesn't want to be a cook. Well, you don't want that man as a cook, for example. But there will be others who for one reason or another will not find their way into the kitchen but I have every reason to believe that the majority of them will.

COMMENT

Are there any other ideas on how to obtain the personnel to do this work?

COL. HARRIS

3rd Army

I am inclined to go along with my cohort here from the Third Army, Major McKinley, and try to get your replacements, or you might say these fillers, to go into your cook service right through the replacement training center and hold them over there. There is one thing that I take exception to just as a matter of insignificance. If you are trying to sell an object you generally try to present it to them, as Mr. Mardikian stated, so that it has some sort of appeal and not, you might say, sort of present a gastronomical revulsion. For instance, the minute you use the word "mess attendant". I have talked to many soldiers and they take a dim view of it, to use plain language. They don't mind the word "apprentice". That seems to have a little higher code you might say. So if you try to advertise to these people at the training center to go into this as mess attendants it smacks of onion peels and potato peels and they don't like it. I will say again, I will go along with Major McKinley upon his solution of this. I think it's a good one.

LT. COL. SHELTON

AGO

The name is being changed on the form by Major Lieblisch, Food Service Apprentice.

WAC LT. COLGAN

Food Service Supervisor

If we go along with this report, who is going to do the KP, getting right down to brass tacks. Mess attendants, from what I can gather, are doing KP. Are they supposed to do KP, or aren't they supposed to do KP.

MR. SMITH

OQMG

They are supposed to do KP. This is just the change of a word, from cook's helper to mess attendant.

WAC LT. COLGAN

How are they supposed to get interested in learning how to cook if they are tied down to the scullery, the dishwashing machines, window cleaning and floor washing, etc? How are you supposed to develop interest that way?

MR. SMITH

OQMG

No system in the world but good salesmanship on your part, Lieutenant. I've got people that are typists for me just like you have, you've got to go around and give them a pat on the back and a buzz in the ear, let them know that what they are doing is the most important thing in the world you can do. That's just all there is to it.

COL. KIRCHNER

You probably heard the remark made earlier in the day about the number of mess attendants being changed from one in 75 to one in 35. The reason back of that was just the answer to your question. It is known that from certain organizations that practice it with a mess attendant group of 1 to 35 you have a sufficient number to do the KP work and rotate them to the cook duties and get the whole job done and keep them interested by giving them one day of cooking preparation and one day of kitchen police.

CAPT. STUDLEY

Air Defense Command

I would like to know if the 062 we're talking about, is this going to increase the bulk allotment of the commands? Are these people coming in the reception training, camp or whatever you call them, being publicized on the career program in food service, is that going to increase the command authorization for rank of personnel. The situation exists within our command, especially, and I'm quite sure its normal, you can say that and I'm quite sure its normal, you can say that you will give one KP for every 35 men feeding in your installation, but you try to get one mess attendant working in an installation, Where are they coming from? We're operating a mess down here, feeding two thousand men. You're authorized one per 35. Where are these men coming from?

COMMENT

That question was asked. I inquired about that in Troop Training today and right before I left the Pentagon, and they stated that you would get additional grades.

COMMENT

Within the Air Forces, the situation is that the Air Force allots its own bulk allotment so that your answer was as to the Armies.

COMMENT

They will be increased. I believe an inquiry has gone out already to the Armies asking what additional grades are required for the food

service program. The information that I have received was that they had received answers from all but one army that they would be allotted the additional grades.

COMMENT FROM UNIDENTIFIED COL.

That's might fine but where are the people coming from? That's the point the Captain was trying to make. I would like to point out that it was pointed out at a personnel conference that the GI would still be about 20,000 people short of the bulk authorization that we have now, on December 31 of this year. So the point is still we can have plenty of bulk authorization, fine. But where are the people? If we can't furnish the mess personnel now on a 1 to 75 basis, and they tell us to do it on a 1 to 35 basis, how are you going to do it?

CAPT. STUDLEY

Air Defense Command

I have a draft of the new War Department Circular 50, paragraph 11 has not been changed. There will be no increase in authorized troop basis strength, it's in the circular.

I don't like to set ourselves up to be an example but we have mess quarters in the Air Defense Command; we have the hotel training program going on; we're trying to educate our people that we have a career program for them. Take these young gentlemen coming into the army, or even the boys that were in the army before, who never advanced themselves, and we have told them, if you go to school and get a high school education, to in and join the mess quarters which still has no TOD; that eventually the army will recognize you and give you a chance to get up as far as you can go on your own limitations. Still Sir, when you come out and say that you authorize one for 35 maximum or 1 for 75 minimum, or whatever the odds of organization is - where are the people? I'm running a mess hall down at Mitchell Field, indirectly. Feeding 1,000 people. I tell the food supervisor, he's sitting right there, that he will run that according to sanitation regulations. I go down and make an inspection, find some discrepancies and ask why. The same with everyone. I don't have the people to do it. They supply me 12 men today to run an installation in each type mess and I can't clean my mess or feed my men with 12 people. So where are the people coming from? We don't know.

LT. COL. SHELTON

AGO

I believe I started this morning with the statement that there is a manpower shortage. That isn't much help to you but it was a statement of fact to begin with and its just a matter of getting a fair out of what's available.

COMMENT

In addition to where are the people coming from, an Army Ground Force point, the T/O organizations, Chapter 12, I believe it is, without increase of troop basis, where are we going to take any more people from if we are going to complete the mission of the army? We are now running rifle squadrons, rifle squads and everybody else who put in for food service. Before you can put any more people or anymore spaces in there, you got to provide something, either increase in the basis for organizations the same thing will come in on you everytime you add a man, if you don't increase the troop basis for T organization, you have to steal him from somewhere.

MR. HADLEY
AGO

The last TO's are being revised, they are changing the authorization on new TO's. Of course, the new TO's aren't coming out very rapidly, I admit.

MAJ. ANDERSON
4th Army

Circular 50 came out some months ago to increase the grades of certain mess people. At that time very few of the operating personnel could be promoted because there was a surplus in all of the first three grades. About a month or two after the circular came out, the Fourth Army went to the War Department and asked for an increase in the grade authorization, which was granted, and which filled the bill at its regular strength as it was written at that time, because grade 1 was not involved. Now you stated a few moments ago that the War Department has gone to the Army and asked for their estimate, their requirements, for an increase in the grade spread so that promotions can be made. Well, I don't think that is the answer, because you'll come back, you'll receive an estimate of requirements to promote in accordance with the revised circular 50. But I don't know what it is in the other army areas but I do know the Fourth Army Area has a high, terribly high surplus of grade 1. And also there have been several requisitions by the War Department which state that you will not promote if you have a surplus and you cannot exceed your grade spread authorization. So how will this increase grade spread authorization that you will allow, to the army, to promote under the revised Circular 50. How can that be put into effect?

COL. SHERIDAN
1st Army

Recruiting service has a plan that everybody in the food service should be at least of the first three grades regardless of allotment, while they remain on that duty they are made a master sergeant, tech. sergeant or a staff sergeant; and when they go off of that duty for any cause they're put back to their permanent rank.

MR. HADLEY

AGO

Now on this question of additional allotment, it is quite true that it won't help you any to have these additional grades with the overstrength that you have already. The only other possible alternative is the provision that Major Lieblisch mentioned of making the grades mandatory for food service personnel. Whether or not that is a good thing I don't know.

MAJ. ANDERSON

4th Army

Well, you can make it mandatory that we use food service personnel but still you can't promote as long as you have that surplus in the army area. In other words.....(interruption from floor)

MAJ. LIEBLICH

P&A Division

That is a policy and I don't believe with a revision that it still can be changed. If you have a surplus unfortunately you know that grades are mandatory. I don't believe that they will change the policy by permitting you to promote with a surplus. I know the letter you are referring to. It is an unfortunate thing, but I'm too loyal to talk it up.

MAJ. ANDERSON

4th Army

In other words, even with the increased authorization the only way we will be able to fully implement the revision of Circular 50 will be to get rid of our surplus in grade 1.

COMMENT

That's true, and of course every other service is forced with the same thing, so, it is off the board as far as that overstrength is concerned.

CAPT. (UNIDENTIFIED)

In this deal, stating that they can be this or will be this, all that is going to do is hurt us rather than help us. Because a man immediately wants that rank when he goes in there. If he doesn't get it, he's going to feel that he isn't being treated just right. It is going to hurt us for worst than help us.

LT. COL. GUEHRING

1st Army

I would like to add to the Captain's remarks. When Circular 50 first came out there was a definite increase in the morale of all mess personnel, throughout the army area, First Army. When this ceiling thing

became well known, that very few, if any, could be promoted, it went down lower than it had ever been. In fact, the man who was given a promise was forced with this pending revision of certain tables organization and created many warrant officer positions for them to take up the service. There is a plan to increase the warrant officer allotment considerably, I don't know how many thousands it is. However, that's only a plan.

MAJ. LIEBLICH

P&A Division

One word, the new recruiting program I mentioned a moment ago has been offered by higher echelon as the only immediate palliative to your situation. In strength, that is getting the people, although you have the authorization. The new recruiting program permitting the army to go out and recruit with a one year commitment to service within the army area. As to the question raised by Major Anderson; we are all aware of the fact that there is a hard picked world when there are surpluses, in preventing man board duties for which you could promote him if you did not have a surplus. However, I can give no other solution to that problem other than the one that has been received in response, I believe, to the Fourth Army's direct request for clarification that as long as there are surpluses, notwithstanding the fact that you are authorized to promote certain grades and that you might even receive from the War Department an increased authorization because you asked for a greater one, in order to work under Circular 50, so long as you have a surplus our policy is that you cannot promote. All I can say is that I do not expect, from my own small level, that that will be changed.

COL. LANDAW

AGF

We are talking about two different things, bulk allotment and T/O&E. If I am correct I believe you can promote the T/O and E regardless of vacancies. We are talking now about bulk allotments, isn't that correct?

MAJ. LIEBLICH

P&A Division

Only bulk allotments.

COL. LANDAW

AGF

Only bulk allotments.

COMMENT

To get on with this promotion system, I'm not critical of any army commander or any other commander in giving promotions, but I think a man should be promoted on his efficiency, maybe not in my case, but everybody else. Just because a man is promoted to a master sergeant or a tech. sergeant or doesn't make him a better cook. Some criterion, some standard, should be set up before a man is promoted, but not promoted just because a grade vacancy is there. If the mess is not superior he should not be promoted. Otherwise you have no incentive because he is sitting there for a long time.

COL. BRYAN

AAF

Make the Food Service supervisor staff and that problem would be solved.

COMMENT

Right.

LT. COL. SHELTON

AGO

Are there any discussions on this.

CAPT. STUDLEY

Air Defense Command

Just briefly, if you don't mind sir. Have you gentlemen seen this Army talk 178. This thing hits base level station, air corps level, there is quite a bit of talk. We get flooded with letters in the Air Forces, what are you going to do about it? Also with the provisions of War Department Circular 50, without mentioning a particular air force, we received a communication requesting from a general officer, requesting the authority to promote 17 staff sergeants to the rank of technical sergeant. We concurred willingly and sent it to the War Department for approval. It came back as approved due to current restrictions. Those current restrictions are not known to our headquarters nor are they known to the field below, and if they were they are still not known to the men. You can't sell something like War Department Circular 50, army talk, and what not, when in the paper we are now having a career program for food service people. Come on, you nutrition experts and dieticians and what not, get in the army. Tell them that I am not an order, I don't mean to be and I don't want to be, but we have more excellent men in the army who are staff sergeants and buck sergeants and who are working like little beavers to qualify themselves for this program. I have men in the Air Defense Command who are spending money going to college at night and even going on night shifts to take dietetic nutrition, menu planning and what not, to qualify for this program if it ever does go into effect. I make these recommendations personally, but as a representative of my Command, but strictly from what I know - if I may. Let's not put out anything that we can't do. If we can't make a man who is eligible who has been in grade long enough to be qualified, we can't promote that man. Let's not say. "You are authorized to do it". What is the general opinion? It is the same with any one individual's feeling, any major, or colonel, or captain sitting here who says, "My job calls for a full Colonel - it does. I'm a captain, it's immaterial to me; I don't care. I like the brass up there, sure, but gentlemen, if they said suddenly - tomorrow - that Army Regulations has more effect than the War Department Circular; that my job would be a full Colonel and we can't supply a qualified full Colonel; therefore, Captain Studley would be a Major

and if I were made a major I would be hopping all around the place, and say, "What's the matter here, let's go". Our men feel the same way. There is surely no disagreement there. The program's going to fall apart.

MAJ. ALLEN
AGO

Circular 50 kind of hit us like a ton of lead; we have not recovered from it yet. Along the same lines that Captain Studley was speaking, I can't quite understand why we want to increase allowances, authorizations, or what not when we haven't thought of Circular 50 yet. That is one point. The second point is that I would like to say for the Surgeon General's office that any revision of Circular 50 should be coordinated with The Surgeon General's Office, because we have had a lot of trouble about it but that isn't enough. I say that because the Medical Department, I believe, is the only other Service that has food problems. The Quartermaster General's Office takes care of everybody elses.

COL. KIRCHNER

It's about time somebody helps to defend Circular 50. As part of the Office of The Quartermaster General, I think I may safely say that in the recommendations made many of which were accepted, the Office of The Quartermaster General was interested from their experience with the field both as officers of organizations and as Quartermaster Officers, QMC. That experience which they knew no food service program could be carried thru unless changes were made. We all know that mess personnel have been down-graded for years, and we know that, during the war, food service personnel had obstacles placed in their paths many times, the obstacle of time, principally, because they did not have food service as a sole job. They had to do four or five other things. The fact that food service became shot subject at a time when a good circular and corrections to previous efforts along food service could be made, naturally the Quartermaster General's Office was interested in putting over the best possible circular that they could. We realized when our inspectors in Food Service Division first came to the field on a diplomatic mission before Circular 50 came out, and after Circular 50 came out, they saw the reaction. The reaction that you gentlemen express here. The circular could give us the tools to carry it through. Those tools are not available at the present time but possibly if you read the papers like I do the War Department is not entirely responsible they cannot supply the bodies which you men need in the jobs which you have been authorized for your organizations. Regulations can't always be written on what the immediate situation is; unfortunately Circular 50 came out at a time when the personnel situation in the Army was not very good. But we are optimistic - some of us are always optimistic what the situation will change and then we will have the authorization to get the tools, that's all we need. I just wanted to mention that we were not uncognizant of your problems and

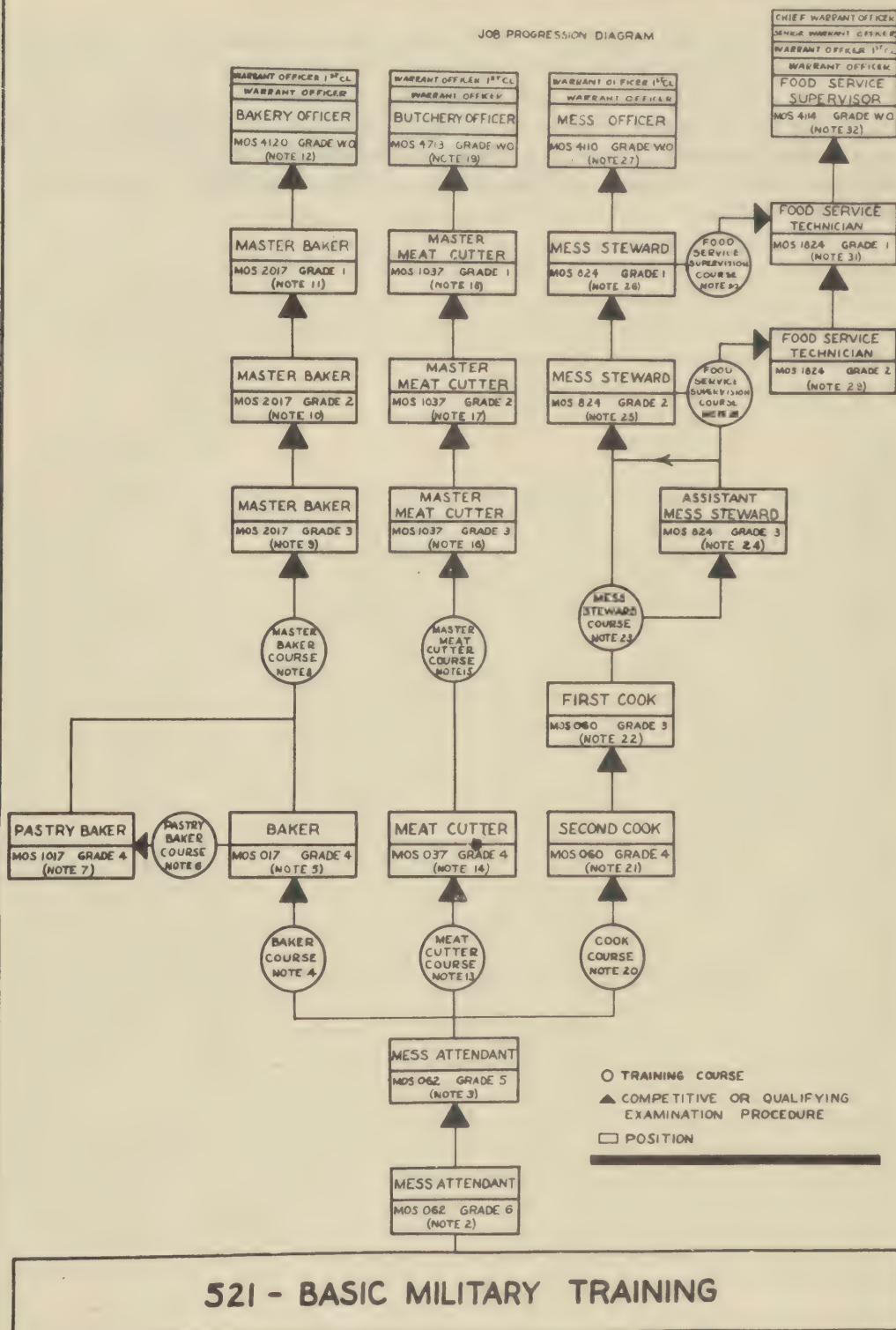
wanted results, but we hope for better things from the personnel standpoint.

COL. HARDING

I am afraid we will have to call this to a close today. I want you to know that we are going to transcribe all this discussion this afternoon and get it over to Colonel Bryan's Committee tomorrow, because there is a lot of meat in this, which will merit action by his Committee, and then, his Committee will present their recommendations later on in the conference and then we hope we can come up with something concrete. Thank you very much.

FOOD SERVICE CAREER FIELD

JOB PROGRESSION DIAGRAM



COL. KIRCHNER
OQMG

Mr. Harry Hadley of The Adjutant General's Office is going to tell you about the Career Guidance Program.

MR. HADLEY
AGO

Just to allay any doubts you might have that I'm from the Adjutant General's Office I brought my credentials here in my hand, also have one of them pinned up on the wall. I feel like most of these sort of things when you get them over here you probably can't see it. If and when we get to it why I will give you an explanation of and identify each one of these hieroglyphies up here. This is on the Career Guidance Program for Food Service Personnel. We start off by saying that these still are in the tentative stages and is quite an argumental topic at the present moment. I'll give you first a little bit of the background of the Career Guidance Program and how we came to choose Food Service as one of our primary and also our first Career Guidance field. Along about 1933 and up into the 1940's it began to become apparent to the Army Administrators, even the most firm supporters of scientific personnel procedures, that the Army Classification system was fast reaching a stage where it was becoming unworkable. MOS numbers had been established to identify and classify various jobs found in the Army. However, they have not used the system of functional inter-relatedness but purely by chronological order. In other words, numbers had been used not to group jobs in similar duties, skills, knowledges, and ability, but only to identify a job as it was discovered and isolated. In addition, new jobs and new variations of old jobs kept appearing, and these in turn were given the next chronological number available. To further confuse matters, old established jobs which had already been identified and given a number dropped out of existence and leaving in that case vacant numbers. Thus, there arose the system whereby, for example, the MOS number 056 identified a postal clerk; 057, which you would assume in any normal system would be somewhat related to at least clerical fields, we find a deleted number. It was formally used for something but is now not used for anything; 058 was a railway conductor; 059 was a construction foreman; 060, with which you probably are all familiar was a cook. 061 was a coppersmith. We found the system was chronologically adding of numbers and we would come out with absolutely no inter-relatedness one number to another. Obviously, none of these jobs bear any similarity one to another and the system was in need of a drastic overhaul. When a study of the provision of the classification system was commenced it soon became evident that the MOS structure itself had many inaccuracies and quite a few shortcomings. In some cases two or more jobs had been written up with only one description of title. For an example: An electrician, Mine case electrician, General electrician, fire control electrician, and so on,

were all written up with one description, thus they bore one number. Obviously in making a requisition you didn't know what kind of electrician you were going to get. In other cases, duty positions had been written up as MOS distinct job, for example: Bugler, one of the jobs found throughout almost all units. We found actually that bugling was an additional duty, not a duty in itself, the man was a truck driver, the man was a clerk, the man was a messenger, the additional duty was bugler. Often times that consisted not of blowing a bugle but putting a record on and starting it first thing in the morning over the loud speakers. However, the position description in the manual was a very complicated affair reading about the man having had musical talent, musical knowledge and spent presumably his entire day blowing retreat, reveille, and assembling various other formation calls. Likewise, here again dozens of new jobs have arisen to war time testing and usage of peace time procedures. Old jobs such as artillery plotters MOS former 724 has been so radically changed to the introduction of radar as to make the old description entirely obsolete. So, consequently, we decided to undertake a complete revision of the Army MOS structure and the classification of that structure. Analysts were sent out to the field both in Z/I and in the European Theatre to get actual "on-the-job" studies of just what jobs were present in the modern army. Also in relation to these jobs what skills, knowledges and abilities or qualities were necessary in the performance of these jobs. Material was being gathered in all available jobs and on former war time jobs. We tried especially to get war time jobs which, even though they no longer had peace time value, do occur in time of mobilization.

This program has been going on for some four or five months. There is also the Hennessy Committee and its resultant findings. I won't go into the Hennessy Committee. I understand you've had very fine talks up here on their findings and results. Part of the decision out of that, of course, was to revise the Food Service System. And it came through to our Office in relation to our field work with top priority. As this program got started we also began to get directives on Career Guidance. Career Guidance was set up primarily in the first place as a recruiting device. It had a number of other side aims or missions which were tacked on at a later date which have sort of begun to outweigh the original consideration. So, consequently, this material was all gathered into the Washington Office and we have started to make attempts to please the Hennessy Committee with the Career Guidance Program, with the revision of the classification structure and the MOS structure. I'll quote you some of the primary aims which apply to Food Service. First, is to establish a system to provide an overall pattern of job fields. Offering wide opportunities for career soldiers for developing within a field, but providing within such a broad field the opportunity for specialization, when necessary, for mobilization or civilian components; secondly, to establish a system that will eliminate the superfluous MOS numbers, consolidate existing MOS numbers, and establish new MOS numbers, when

necessary. You will see when we get into the charts that we have done all three of those; third, to establish a grade for each job doing equal skills, receive equal pay regardless of type unit. That's one of the major features of the Career Guidance Program, one of its strongest advertising points. I say that regardless of what field you had when you came into the Army you are assured that you have opportunity to get ahead. You are assured that if your job is of a certain difficulty you will receive equal pay for it across the Army - very high sounding aim and very difficult one to attain. It's a very difficult thing to say whether a squad leader in the Infantry is more deserving of a tech sergeant's rating for example, than a Motor Dispatcher, than the Truck Driver than a Pastry Baker, any one of the different examples I could give. It is a very difficult thing. The thing which takes more of our evaluation is more of our relying on the actual field work than anything else we do. It is also a highly argumentative thing. I'm sure when we get to it many of you will have different opinions which I would like to hear; how we have evaluated these jobs; how they affected various grades; fourth, to establish a system of personnel for getting the right man into the right place and job at the right time. You started, as I say, on the Food Service Career Field. Food Service was chosen to be the first field because as I say we had already done a large share of field work on it. Secondly as it was given top priority in the first sections of the Army for overhauling. The result of the field work plus the principles of the Career Program, plus the consultation and coordination with the OQMG is the Food Service diagram which I'm sure most of you can't see. Right over here (See Chart). It is just a general idea of the thing. As I go along I'll explain it. Let me again impress upon you that this is still in its tentative form. These Career fields, some 33 at present in number, are to be published early in 1948. So between now and 1948 there's plenty of time for changes we find necessary from further field work or from comments from Food Service Supervisors. The chart itself represents what we call a Career Field. The field may be defined as a group of jobs which have a commonalty of sorts, skills, and equipment ordinarily. Sometimes it is grouped through similarity of mission in the case of the Infantry for example where your mission is of more paramount importance than the equipment. To call a particular section in the field, for example this we call a ladder. It's a graphic presentation of normal progression. A man coming into that particular ladder of a field, shows normal steps that he will take in increasing his grade, responsibility and pay. A block or rectangle as it appears there, is in some cases a particular Army job and in some cases a group of Army jobs. It depends on what you call a job. We, for example, customarily speak of baker as a job. Actually you go into a bakery you commonly find people working in a molding table, people working as oven man, people working as bench men, and so on. Those we call the breakdown and call positions; we call the particular grouping, the baker grouping a job. The triangles of which you see quite a few on the chart, represent competitive examination procedures. A few references to the

advancement to a new MOS in grade or to a new grade in the same MOS. The actual test procedures of the Folio as represented by the triangle haven't been worked out in their final form at all. We don't know just exactly what the competitive examination procedure will be. We know, probably with a reasonable amount of surety, that it will contain an MOS proficiency test drawn up by the Testing Bureau of The Adjutant General's Office and in coordination with the various branches and arms who are concerned. They have people out in the field at present gathering what they call test items, or questions from on-the-job incumbents or trainees. They correlate those in the Washington Office. They are checked over by the Test Psychologists who throw out ambiguous questions, etc. That, however, is only part of the examination procedures. Obviously there are many, many jobs for which you cannot pick out the best man by paper and pencil test. Testing people themselves admit this. They admit, for example, that you cannot pick out a brick layer by a paper and pencil test. But they do say that we do not have the time or the money or the energy to give everybody a thorough, what we call "performance" test. Obviously, the best way to pick out a brick layer would be to have a supervisor watch the man laying bricks for a period of two or three weeks. At the end of that time he can probably tell you, with a remarkable degree of accuracy, just how good a brick layer that man was. They are trying to devise actual performance tests for many of these jobs. They necessarily have to be short; have to be easy to administer; they have to be relatively objective in scoring. Still, however, there are some of these jobs which are not going to fall into the category where they can be tested by the paper and pencil test or by performance test or a job where the performance test would be so elaborate, so difficult to administer, that it is impracticable. Consequently, this common competitive examination procedure contains numerous other procedures and qualifications for the man. There are numerous ones in which have been mentioned the recommendation of the Unit Commander, the recommendation of his Technical Supervisor certainly will count a large share in the examination procedure; also taken into consideration will be time "in-grade", time in MOS, and various other factors. This circle on the Chart represents Training Course. It may be either a formal school as in this case it often is or it may be what we call formalized apprentice training. In both cases it represents the training necessary for the man to assume the new MOS. The formal schools I'm sure you are all familiar with. Formalized apprentice training is a sort of a new step which has grown out of the abuse of what we used to call OJT "On-the-Job Training". It sort of deteriorated into man's merely pulling his time in putting out, as they say, for the next promotion. Formalized apprentice training, on the other hand, they are going to run in a different manner and they are going to have a prescribed course such as you have for your standard food service courses taught at the schools. You are going to have prescribed number of hours to be spent on each particular course; you are going to have a prescribed actual procedure for the man to follow, prescribed amount of time each day. At the end of it they will probably have an examination for this formalized apprentice training, similar to, though not exactly the same, as an

examination which might come out of a formal school course. In other words, the formalized apprentice training is the same course with a different procedure of methods for presentation. We have in Food Service rather a distinctive field in that most of the schools are formal schools. It is almost a direct opposite of the field such as Infantry or Field Artillery where almost all of your training is formalized apprentice training. The normal progression of the ladder is starting from the bottom working to the top. We also have what we call a lateral transfer to the man who wants to change or trade the field which he has started in or the ladder in the field. Ordinarily this has not been worked out either. But ordinarily we have assumed that a transfer from one field to another is certainly possible. Possibly to transfer from one ladder to another, we can accomplish a reduction in grade, possibly one grade. A man will change over to a new job in a different ladder provided, of course, he can pass the MOS test or the competitive examination procedure for that particular job. Exception to this are the grades 5 and 6. Grade 6 free transfers allowed across field, across branch, Army-wide in other words. At the 5th Grade fairly free transfer is allowed, certainly amongst any field. In some cases from one field to another if the jobs are rather closely related. Well let's take the sample progression through the Food Service Career Field. The criteria for selection, basic military training shows up - the bottom block on here we have set up only a few criteria for selection from basic training to enter the Food Service Career Field. Colonel Shelton, I believe, went into that the other day and I won't dwell on it here. Lets say, however, that this field will be represented by what we call a monitor, in this case, of course, a representative of the OQMG. These monitors will be on duty at RTC, at possibly large recruiting stations and their primary responsibility will be the presentation of Food Service as a Career for a man coming into the Army. This is one of the primary and one of the most important steps in the entire Career Field. I suspect sometimes that much of the success of the Food Service Career Guidance Program will depend on these monitors. We present the advantages of this field; the possibilities for advancement; the possibilities for schooling; the possibilities for training; the possibilities for transfer of the knowledge that they gained into civilian use. I hope that the monitors who present this deal will have at least a familiarity with the fundamentals and principals of advertising. One of the commonest criticisms heard of Food Service, I'm sure, is the fact that they had to spend a disagreeable time as K. P. doing very disagreeable duties. Personally, I feel that it is pretty much overdone. I have never seen any particular niceties or advantages to being a flunky in a garage, to being a chauffeur, for example, to being a rifleman, to being a BAR Gunner, to be an animal bearer carrying 60 pounds around your back. I think Food Service does not even take any particular back seat about the entrance jobs in their particular field. It is not particularly agreeable work. I don't see it is justifiable to say that the work is any more disagreeable than any other entrance

job in almost any field, civilian or military. It is one of the things I think where the monitors in the field, and I'm sure your Food Service Supervisors can do a great deal to correct and stop the idea that the worst job you can have in the Army is starting out in the kitchen. As I said Colonel Shelton gave you the selection criteria. I'll just read over the three main ones. Free from disqualifying allergic reactions to food which The Surgeon General's Office is attempting to work out a definite procedure on. A person who meets the physical requirements in par. 13E, AR 40-205, with which I am sure you are all familiar. And thirdly or primarily, as it is sometimes put, expressed interest in Food Service activities. It's quite a debatable point and I'd like to hear your opinions on it during our discussion period. Let me impress upon you there again is a good place for the man with the advertising background to do a little pumping for the Food Service activity. Our incumbent, our basic trainee, comes out with a grade 6 and assigned as a Food Service apprentice which we assigned tentatively in the MOS 062. Let me say here, before I go any further, these MOS numbers that I give you now are the ones in current use. Some of them have been rewritten and revised for use until the full Career Guidance comes out in 1948. At that time, of course, these numbers will be thrown out and the new classification system will be in effect, and the numbers we sincerely trust will all be fairly close together. The system currently thought out as a number such as any 062 and the various jobs in Food Service will merely be a decimal point followed by decimal numbers beyond that 062.001 is Food Service Apprentice, 0002 is Food Service Apprentice Grade 5, 0003 is Baker, etc. So that the actual use of the system will be much simpler. Men receive by interest the Food Service Field an MOS of 062 and he already has the grade 6, which he received upon successful completion of basic training, as represented here in the chart on this particular block. According to the current rules he will have to stand six months as a grade 6. I might add that the toughest step in the ladder is right there. Those times as set per Army wide. As near as I know any out or expansion of it will be the same thing across every field. Every man will have to spend six months as grade 6 before going into the fifth grade. One of the desirable features, possibly of the Food Service Apprentice Grade 6, is that Food Supervisors who are in a large installation where you have central meat cutting plant, where you have a bakery, possibly a pastry baking shop, can and should rotate the personnel in that grade between the bakeries and pastry bakeries, the meat cutting shops and the kitchen, rotate them on the job in the kitchen. That will cut down and stop the monotony where the primary reasons for it is. One of the second reasons is it will give the personnel in this grade a chance to look over the entire field. Maybe they like the bakery better, maybe they like the meat cutting plant better, maybe they like the kitchen better. If, when he reaches the top the man is spread over the entire field when he started in, he should not only have a chance to select the various ladders of the field but he should also have an acquaintance

with the entire field. This is one of the questions where it is easiest and most pleasant to do it. I mentioned this rotation, and as I say, while we figure that it is desirable I would also like to have in our discussion period your opinion of it. Is it practicable; does it work; can it be worked. Well, let's carry our man on after six months as a Food Service Apprentice; he can be promoted to a T-5. The procedure involves no training course; it involves merely the passing of the Grade 5 competitive examination procedure, which in this case his level would probably represent the recommendation of the immediate supervisor, say the mess steward, or the over-all supervisor, or you people who serve as supervisors. Men in Grade 5 here again should be rotated as much as is practicable between your bakery and meat cutting plant in particular. The Grade 5 has an advantage also in that the man's duty should be aimed more at the cook's helper type of duty and far less at the KP end of the duty. It is also his first step in promotion and it is anticipated that once a man gets into this step he is more than likely to stay in the field, as his progression from here on looks fairly reasonable and certainly acceptable if he has the interest and the ability. At this Grade 5 position he spends six months. Now, you will notice that upon leaving Grade 5 he goes into one of three basic courses in the Food Service Field, one the baker's course, one the meat cutter's course, and one the cook's course. A man going into the cook's course, for example, can spend three months as a Food Service Apprentice; the other three months of his Grade 5 duty can be spent in school, making a total of six when he comes out; and he is eligible for a 4th grade second cook. The same holds true for here the length of the course can be added on to the time that the man is required to spend in a particular grade. Let's take the baker's first, they appear on the left here (See Chart). Food Service Apprentice is sent into a baker's course if he meets the prerequisites. Prerequisites of the course have not been fully thrashed out; some of them are highly argumentative, especially such things as AGCT scores. While the AGCT has served admirably in the past as his selection criteria, at present date it is falling into rather disrepute except for clerical and administrative type jobs, for which he is admirably suited. They have under way procedures to work out new type of examinations and tests which will select more exactly, for example, people likely to succeed in passing the baker's course. Another prerequisite of the course will be here again the recommendations of the Food Service Supervisors, the man's unit commander, his efficiency on the job, good conduct, and various other things. You will notice that the chart shows no other way of going from the Food Service Apprentice into baker than except thru the course. Theoretically it is possible for a Food Service Apprentice to go into the baker's job, omitting the school if he can pass the test. I say theoretically because the probability of the thing is very slight. The probability of a man being able to pass the MOS examination without having gone to school is very, very slim. You are restricted usually to a few cases who possibly were bakers in civilian life, who spent a little extra time with written material, reviewing,

looking up procedures, Army recipes, and so on, aiming himself for the test. We are, however, forbidden to say that absolutely the only method of entering a particular MOS in grade will be through a formal school. We have to leave the door open for these people who, if the school is crowded and they can't get in, the courses are full, and various other reasons, we can't say to a man, "We are sorry; you have no career because we can't get you into a school for eight years." Obviously, some provision will have to be made thru self training, on-the-job training, and formalized training to get that man ahead, provided vacancies exist ahead of him. The first step, as I say, to the bakery ladder is the job as baker and we imply, as you see, we have the baker divided into two groups here, the pastry baker and the baker himself. We will find that the baker's primary job is in the bread bakery. This additional course here, the pastry baker's course, apparently being given by your Army Area School and qualified bakers who wish to go to the job of pastry baker can go for that additional schooling and take a job back in the bakery as pastry baker. The advantage there is that he will have a wider type training and it will help him to get up into the upper grades of the bakery ladder. There is some question in my mind which I would like to hear your opinion on this afternoon in the discussion as to whether we have those two jobs evaluated right. Are the pastry baker and the baker jobs on an equal level; are they both properly graded. The progression from the basic job in the bakery ladder into the upper or supervisory jobs is again thru a course - master baker's course. Here again keep in mind while the normal progression is thru there (the course) it is also possible for the man by self-study, by extra experience, if he can pass the test, to get into the first three grades. For the purposes of now until 1948, you notice we have these two jobs with MOS below 17 and MOS of 1017, bearing at least some relation one to another so you can show they are on similar type duties. When he goes into master baker you change the MOS to 2017 to show that he is in a supervisory type of job instead of a purely technical type of job. There are three grades of master baker on here, shown by these three blocks: 3d grade, 2d grade, and 1st grade. Jobs in most cases are possibly the same, certainly very similar. Usually the difference in grade is for increased responsibility on a larger type basis. The bakery officer, which we have over the top, is a suggested warrant officer grade. We show it in the lowest of four grades of warrant officer, which are currently being proposed for integration into the Army. These four grades of warrant officer, as currently planned, run from the pay of a second lieutenant up thru the pay of a major. We have here over the bakery itself, the lowest grade, as I say, of the bakery officer. He can either be an assistant in a large bakery to a commissioned officer, or a small bakery, or he can be running his own. This bakery warrant officer can also take the exam as shown here for the food service supervisor, which is on this block on the chart. It contains four grades of warrant officer. The bakery officer can take this exam and go into the same grade as a warrant officer in Food Service

supervision if he likes, the advantage being that he has three more grades ahead of him to which he can be promoted. The meat cutting ladder, which is the ladder in the center, runs by the same principles, roughly along the same way. A man comes out of school or food service apprentice and goes into the basic job which is O37 meat cutter, a technical type job. He has gone thru the basic meat cutter's course. Upon completion of six months' duty in the Grade 4 he is eligible for attendance at the training course for master meat cutter. Here we come for the first time upon a course which is not actually in existence at the present time. As near as I know the food service schools are not teaching the master meat cutter course. We propose here that a man be given a formalized cycle of training on the job in a meat cutting plant in supervisory skills, in directing and coordination, in the running of a meat cutting shop. This, I think, is the only case at present on the chart where there will be, as I explained, formalized apprentice training. We find it necessary as we cannot justify the fact that this man was primarily a technician; when he goes into this job he is in a supervisory capacity. Between those two there is enough difference that we think there should be a training course and a testing procedure to see that the man is qualified, able to go up in the ladder. You will notice that after he passes that particular training course, he can go all the way on up to the warrant officer job in the meat cutting plant without having to take further training, further school training, of course. Master meat cutter, like master baker, shows three top grades: 3d, 2d and 1st, and the progression on up into butchery officer. Here again the warrant officer can be an assistant to the commissioned officer or can be running a small type meat cutting plant himself. Here again he also has the opportunity to take the test and go up into the food service supervision one, which is shown up on the top. The primary ladder in the food service career field is the mess steward ladder which appears next here and runs up in here. Here again the man comes from food service apprentice, goes to the cook's course, comes out a 2d cook. From there on the ladder is dissimilar in that at almost every stage there is choice of possibilities open for the man who wishes to get ahead. The 2d cook, for example, that is six months duty as 2d cook, can go to the mess steward's course. Upon successful examination, successful passing of the exam, he can be assigned as mess steward in the third grade, which is customarily a mess steward in a large installation who merely assists the head steward of the mess. A third grade man is more or less of an assistant; in fact, we formerly called him assistant mess steward, but terms get a little confusing in that we sometimes had a 2d grade mess steward as an assistant, so we cut them all out entirely and just thought the grade would show the relative position of the man in a particular unit. You will notice that we let the second cook come direct from his job into the mess steward job on the supposition that he will be an assistant and will not need supervisory skills of a major nature. His other alternative, of course, is to continue right on doing his first cook's job in his own mess, supposedly. There is a 6 months' time in

grade from this job to this job. The first cook has a choice of going on up into the mess steward's course and into mess steward at the 2d grade, which would be the customary case as your standard size mess contains your grade 2 mess steward as the head man in the kitchen. Our 2d cook that we brought up here to assistant mess steward has two choices open to him: He can go over to the food service supervision course. Upon successful completion of that, passing the exam, he can go over to 2d grade of food service technician. If he sees more advantage and more possibility of gaining a rating by staying in and going back to the mess hall, he can go back, after his six months' here, and pass this test and take a 2d grade mess steward. He has two choices there where he is an assistant in an exceptionally large mess, or he can go into a small mess and take it over by himself. The 2d grade mess steward as shown there can go right on up to mess steward grade 1, by pulling or holding this grade for 12 months. After 12 months of satisfactory completion of the grade 2, he is eligible to take the grade 1 exam. Grade 1 exam, as presently contemplated, will be given at War Department level and the eligibility list will be kept by the War Department. Vacancies will be filled across the entire Army. A man will not be restricted to his unit. Anyone desiring promotion into the 1st grade will have a full opportunity at all of the jobs for which he is qualified regardless of the particular place where he happens to be stationed. The 2d grade mess steward can also go into the food service supervision course. Upon successful completion of this course, passing of the test, he goes into the grade 1 food service technician. Here, of course, your food service technician, grade 2, after 12 months, is eligible to go into the grade 1 food service technician position. The only other segment of the ladder, of course, is the food service technician himself, who is placed on the side. It really doesn't make a ladder, as it only has two grades. It is more or less an off-shoot on the cook's or mess steward's ladder. We have shown it here, and I mentioned it primarily due to the fact that we have limited food service technicians to the first two grades. This also has been a bit of an argumentative subject, and if you have any opinions on that I would like to hear them also. The primary part of the food service technician ladder, of course, is by the warrant officer grades. They are shown in all four grades on the chart, starting with the bottom, it is called warrant officer, proceeding into warrant officer, 1st class, proceeding from there into senior warrant officer and the top chief warrant officer. Those, as I say, contain the four pay grades - Major, Captain, 1st Lieutenant, and 2d Lieutenant in a down-graded order. It is contemplated that this food service warrant officer will be a broadly trained man, not only a technological specialist, technical expert in the food service field, but he will also have supervisory responsibilities. It is contemplated that he can't in many cases fill a job equal with a commissioned officer insofar as the technical duties are concerned. The food service supervisor, in this case as shown by the chart, is responsible for and must have a thorough knowledge of the whole field of knowledge

expressed and shown by those three separate ladders, and, of course, will have supervision over, in many cases, the majority of personnel filling all of those duty positions. It may occur to some of you that there are some food service personnel that we have not shown on here. One of the primary groups, I think, are the instructors in food service schools, a group about which there has been a great deal of plans laid. So far we have not been able to push any of them thru. Quite a few of them are contained in the revision of Circular 50, which we hope will be out shortly. The personnel are not shown on the chart or the diagram primarily for the reason that we discovered that the problem is not far unique to food service but is contained across the entire Army. Especially in a peace-time Army, 60 to 70% of the time of the command or supervisory people is spent in training or instructing. How formal the instruction is gets to be a hair-splitting matter. It is needless to say, a man actually on duty - full-time duty - at a formal school as an instructor is a different person than say a man on full-time duty as a master baker, even though the man may be teaching the subject of baking. The system we are presently using to identify those instructors, to keep track of them, is by adding a prefix numeral, in this case 8, to the MOS number of the course the man is teaching. In other words, if the man is teaching the cooks' course, his MOS number is 060, he is teaching a cook's course. We prefix it with the number 8, making it 8060, and we identify that man as an instructor. That system we are using throughout the entire Army so that a man teaching rifle tactics will be an 8745 instead of a 745. A man teaching general clerical subjects will be an 8055 instead of 055. Eventually, when the computation structure is revised, one of the last digits after the decimal will indicate instructional type duty. This sounds all very well, but there are several cases when it doesn't work quite so nicely. In fact, in identifying your instructors, for example: A mess steward's number is 827 and a food service technicians number is 1827. If you want to classify the two instructors one in each class, you wind up by dropping the number 1 off 1827, making it 827 and adding the numeral 8 to the mess steward, which is 824, and you come out with two very similar type numbers. However, this doesn't seem to be too radical a problem. The mess steward and the food service technician are pretty close together as to knowledges, skills and abilities required in any case. The grades for the instructors, also another highly variable thing. From branch to branch they vary all the way from T-5 and PFC on up into the commissioned grades. Actually, it is pretty difficult to justify various type grades except for the system of saying that the man certainly should have the same or a higher grade than is normally given to the people who he is instructing. This system has been followed in general in food service grades, and Circular 50 - the new Circular 50 - authorizes the use of the first two grades for instructor personnel. The personnel throughout the instructional field - it is also planned to put them on a PO&E (remainder drowned out by airplane). The identification with the proper MOS numbers will become more of

a reality than it will under the present system where the bulk allotments will not allow the promotion. The whole chart, as I say, will be eventually photostated and drawn up with appropriate device for identification of the chevrons on the thing. They have currently in mind a cook's hat or a baker's hat, I don't know which they will call it, strictly speaking. There are being various others suggested. That will be placed in the center of the chevrons of a person engaged in food service activities. This chart will accompany, we hope, all recruiting literature that is put out. It will be in common use for food service supervisors in presenting advantages of the field to personnel who have shown an interest, or who are likely to show an interest. We hope also that the charts in many cases where a single T/O contains nothing but the majority of personnel in a certain field - for example, a T/O for a bakery. We would like to see a reprint of this diagram published right along with the T/O for the use of the unit commander so that he can answer questions as to where the man can go, how he can get ahead, how can he make a career out of the Army. He can present a relatively scientific program for advancement in that particular field. Well, gentlemen, this is the completion of the formal part of this lecture. I think rather than start with the two or three minutes we have left on any discussion, we will let it go until after lunch period, at which time I will be up here for any comments or errors that you have got to fire. Thank you very much.

COL. HARDING

This afternoon, Mr. Hadley is back and when he comes up for the discussion period we want to give you all the chance to ask any questions, get straightened out on any part that is not quite clear to you, but we also want to go into some committee work this afternoon of having the recommendations of some of the committees presented to the conference in their entirety, so that we will carry on with this discussion as long as there are pertinent and interesting questions to be answered and then we will go into the Committee work. Mr. Hadley will you take over.

MR. HADLEY

Office of The Adjutant General

Gentlemen, before we commence our general discussion, I would like to just add a couple of points that just were brought up during the lunch hour here. One is this program as outlined here is primarily an enlisted program, a means whereby a person can come into the food service field upon signing up for it and can progress up as high as a major's pay without entering the commissioned ranks. It does not in any sense imply that the commissioned jobs presently in food service are going to be taken over by any personnel that is shown on this chart. On the contrary, I think the jobs in food service are on an expanding scale instead of a decreasing scale, and that applies even more so to the commissioned ranks than to the enlisted ranks. In addition to their regular jobs which are currently food service for commissioned officer there is going to be an advance increase in the monitoring, in the recruiting end of it. This program in no way affects the commissioned procedures - procedures for going to OCS, procedures for becoming a commissioned officer in food service or the QM. Those procedures are going to be standard, as I understand it, across all branches, as such a man can leave this program, let's say the 5th grade, the 6th grade, the 4th grade and enter OCS and become an officer in food service. I point this out purely because it was called to my attention that ordinarily they go from warrant officer into the commissioned ranks. I would say ordinarily, no; possible yes; probable in many cases, yes. Ordinarily, however, anybody desiring to go into OCS, having the educational background and the aptitude, would probably go into it long before he comes up into the warrant officer grade. Warrant officer grades are intended primarily for technical specialists, and for educational reasons and for personal reasons do not desire to enter the commissioned ranks. Another point that I wanted to mention before we start our questions - I was asked whether this was official; can it be used in the field; can you go back and tell your people that this is actually going to be. It is a hard question to answer; in general, yes, if you promise it with the statement that these programs are coming out in 1948. It is very handy for the conference of food service supervisors that we have the food service career field so well defined and so well developed. Our other fields are still in the state of research. We are still going to the field for a conference; we are still gathering

together our original context - what the field is, what the job is, what a ladder is, and how they are related. I can state probably, with a fair degree of assurance, that this will be at least the general plan. There may be a few minor changes, but this will probably be the general plan as it comes out in 1948. As such, it will probably stand. As I say, you can't rush back, as I am sure many of you would like to, and say, "It's all worked out; we will have it in a matter of two or three weeks a complete setup whereby we can be absolutely fair; we can base our promotions exactly on efficiency, time in grade." We hope that will be true; it certainly will be true if all provisions are carried out. At present they are not carried out, as you know. The General Staff has directed that all these will come out together. Therefore, it will take us the balance of this year to get our other 32 or 33 fields in order for presentation. Now that was the two general questions I had. I would like first, also, a general expression of opinion on whether you think this program as outlined by this diagram is sound, is practicable, and is feasible. You people are the ones who are going to present it; you are going to use it; you are going to work with it everyday. I would like to know whether you think you can do that and whether you can do it honestly, when you truthfully say you think this is a good program you can recommend this without keeping your tongue in your cheek.

MAJ. TULLY

Camp Lee

I think that Mr. Hadley and his associates are deserving of diamond horseshoe awards for the fine job that they have done on this career program. That's my own opinion - worth that much, no more.

MR. HADLEY

Office of The Adjutant General

Thank you very much.

MAJ. MIRONOFF

2nd Army

Gentlemen, I have a few comments and observations to make on the proposed program for food service. First, on the subject of so-called job training, or on-the-job training, as an entrance to food service career. I don't know just what is in the mind of Mr. Hadley or the War Department as to what this on-the-job-training will consist of but I am familiar with the so-called on-the-job training as it has been practiced in Army messes and as it is practiced at the present time. Now, on-the-job training meant, in the past and I believe still means the same thing in the present, detailing a soldier in the organization who is not making very much progress in any other field of endeavor of his organization, usually selected by the 1st sergeant who wants to get him off his hands. So he orders this man in the kitchen to come down to his organization commander and he usually starts with what they call a pull punch. Well, if you ask your organization commander why this man isn't detailed for an extended period of time in the kitchen, he will tell you, "well, he is under-going on the job training as a cook." After this man has been in the kitchen for several weeks under going on-the-job training under some

cook who perhaps knows very little about cooking, and graduates to the position of a cook in the company by the same means - I say after several weeks or months the company cook goes on furlough, goes to the hospital, or is discharged and this man who has been doing a kitchen police or 3rd cook is detailed as a company cook. Now, do you really consider, gentlemen, that the company has a cook. I tell you frankly he is not a cook; he's just another ration destroyer and it's unfortunate that we have too many of these ration destroyers. We have had them in the past and we happen to have more of them now than we ever had before. I consider that an absolutely unsatisfactory entrance to a food service program for a man who is to become a cook. We have food service and there is absolutely no reason, gentlemen, why all of our men, in fact, everyone who has anything to do with the food service, should not enter this food service thru taking one or more courses in a food service school. These schools, I know, have a fine nucleus of commissioned and enlisted personnel instructors and our efforts should be bent towards improving and extending these schools, and so far as I am concerned in the Second Army, gentlemen, I will not be satisfied until and unless all of the food service personnel in that Army have been given an opportunity to attend the courses at the food service schools. I say that, gentlemen, on the basis of my occupation and experience over a period of many years. I started my career as a kitchen police; that has been my entrance into the food service program, and I believe I have had more than my share of that duty. However, I have been a commandant at a food service school and I know that when a man has been given the proper training, you can expect a lot of that man and he does not fail to do. That applies to any kind of training for an enlisted man or a commissioned officer in the service. Now, another feature of this food service program is entrance of a man into the food service as say thru a job as a KP. I have just said that such has been my entrance into the food service. There has been much said and written on this unpleasant job of a soldier doing kitchen police. I can tell you, gentlemen, this, that no soldier objects or resents doing his share of kitchen police or any other unpleasant task. It is only when a soldier is burdened with too much of this unpleasant task, of the job of doing kitchen police, that he objects and resents, and I don't think that entrance into the food service should require doing the kitchen police for any extended period of time. I believe that this KP is incidental to a man's entrance into the Army. Any man comes in the Army is expected to perform his share of KP, but when he comes into the food service, gentlemen, he is there for the purpose of being trained as a cook. Now, when a man is detailed in a motor school, you know he is not cleaning cars, washing cars for a month, he is not doing a grease monkey job there for a month. He is introduced into all the intricacies of his course. It's true that he may do his share of his less desirable tasks, but nevertheless he is given his training as a mechanic; likewise, when a man is detailed into the food service school, gentlemen, he is detailed there for the purpose of being trained as a cook, not as a kitchen police. I have gotten this experience, gentlemen, up in food service schools for many years where students have spent anywhere from one-quarter to one-

half of their time doing kitchen police and these food service schools were very unpopular. I fought against it and here about seven years ago I was in the position to get away from that business. I was detailed as a commandant for three food service schools overseas and I drew up the training circulars for the department headquarters, which among other things stated that a student detailed into the food service school is not permitted, but is prohibited from doing a kitchen police duty. Now, if there is doubt to that, gentlemen, I had no trouble getting students into the school; my enrollment exceeded the capacity in these three schools anywhere from 25 to 50% most of the time. During that time, after having processed several thousand men thru the schools, I hadn't had one single court martial or a serious delinquency. That is a matter of official record. So, I definitely don't think the requirement of kitchen police is an entrance to a food service school, or a food service program. A soldier is going to do his share as a soldier, but when he is in the food service program, or the food service school, he should not be required to spend so many weeks or so many months doing kitchen police. So far as the instructors of the food service schools are concerned, I developed such instructors myself. That is a hard struggle, gentlemen, but it's possible to develop, and I assure you that every commandant of the food service school present here will agree with me that you can develop, being furnished proper material, men of proper caliber, some very fine, capable instructors in food service, and, in addition to that we have a very fine school at Camp Lee for training instructors for the food service schools. We can do these things and I know we can do them successfully.

MR. SMITH
OQNG

I have gone over with you this plan that we have gone over before, but in going over it again, I notice that we have approximately a year in which a man is a food service apprentice, at which time we have never given him any schooling whatsoever. I think it would be mighty fine for that man to come to our food service schools with a year's background, but I am wondering if we shouldn't have put in at the initial stage of his food service apprenticeship approximately 30 days of some such formal training to acquaint him in general with the food service activities and such things as how to run a mechanical dishwasher and things of that type. He's going to get one whole year there as a food service apprentice in training in the kitchen and existing messes. How good that will be will depend entirely on the messes. Would that be across-the-board in all other career programs? No, it sometimes occurred in a field and it has been considered here whether there should be a basic course in over-all food service, the major contents of the bakery, the meat-cutting shop, and the kitchen itself. It is something as I say, which hasn't really been decided. The man isn't actually there a year; actually he's three months here, six months here; he's three months here. Part of this six months here may possibly be spent in a training course, some kind of a general training course, standardized for all food service installations. It's a good point.

COL. SMITH

Caribbean Air Command

The greatest hurdle in getting people in school is the restriction placed by educational level in AGGT business. I think a trade test of some type could be developed to indicate a man's aptitude for mess work. If he has that, I think we should admit him to the food service program. Your relation between your baker and your pastry baker I think is sound. I do not agree with the chart as written, for any man can go from 2d cook to assistant mess steward to food service supervisor without having the responsibility of running a shift or running a kitchen. I believe that a food service technician should have been a 1st cook and a mess sergeant, or a mess steward, as they now call it, and before he goes into supervision he must have lateral training as a baker and a meat cutter. The matter of the food service apprentice staying down in the lower grade too long, I believe that at the end of 30 to 45 days from the time that man comes out of basic training he should be earmarked for school. Now, he may not get to a school right away. During that first initial six months period when that man comes out of basic training, then he should be put into a cook and bakers school, and as Major Mironoff pointed out so forcefully, should not be burned out by being exposed to too much clean-up work. I know that students at cook and bakers schools do do KP in about 95% of the places, including the officers duties, and I think it's a good idea. That is all I have.

MR. HADLEY

Office of The Adjutant General

Let me mention just a couple of points here. In regard to entrant's occupation, as near as we can figure out now, there will be no formal entrance school from basic military training as there now is. In other words, there will be no snatching of people from replacement stream and sending them to a high level school, saying, "well, now you are learning commando training, now you are learning radar." Entrance schools of that caliber will not be allowed at all. Now there will be such things as apprentice-type schools. Obviously, anybody starting in, say the supply field, or general supply field, needs an orientation period. He cannot go directly into X-Ray technician; he cannot go into these higher level schools as some of them now are, although that is being changed as fast as the food control people can cut that out. Obviously, there is no justification for bringing a man into the Army, and sending him to a complicated school, all of which makes him eligible for a job calling for a tech. sergeants pay. Where are your staff sergeants; where are your buck sergeants; why are you stopping them from going into that school and holding that grade. Those entrance schools of a technical nature are going to be outlawed. Another point is, just to clarify some of the questions that have been raised, career fields will be picked by the soldier when he comes into the Army. He signs up for food service as a career field, the unit commanders are not free to transfer that man out of that career field, or out of a job in that career field. A person signing up for a field of interest, such as mechanical, cannot be transferred over to the kitchen. The person who signs up for food service as

a field of interest cannot be transferred over to the motor pool on a whim of even his commander. As to the AGCT educational requirements, I couldn't agree with Colonel Smith. I don't think AGCT has very successfully picked out good cooks. We have a lot of studies that were done in the field with the relation of AGCT to cooking ability. There was almost no correlation; in fact, in some of the studies there was a negative correlation. You'd think actually you should pick them out the other way; what you need is somebody who is not too long on making a good score. You find it naturally into your mess steward jobs, your food service technician jobs, and so on, higher AGCT groups move rapidly, but that seems to be an entirely natural selection without having to force it, and in that case working to the detriment of the man who happens to be a hard worker, or happens to be quite ambitious. I think that the field which, in general, a person who can by application to duty, by putting in a few extra hours even though he hasn't got quite the slickness or quite the facility with written English or spoken language, the ability to pass tests and so on. I think a person who doesn't quite have that and wants to put in a few extra hours can and should be able to get ahead in his field without us putting up too many arbitrary restrictions on the thing. And as I said, AGCT scores, except for the jobs which we can find an absolute relation between the job in the AGCT score are going out and they are going to put in a trade type test, which we hope will more successfully predict the ability of a person to succeed in a particular field. Educational requirements, if the new revised edition of Circular 50 ever comes, will be out completely. Educational requirements are going out entirely. I think you will find no relation between a person who is fast and has a high school education has the ability to be a food service technician. The high school education may have been in say mechanical subjects, it may have been in athletics, it may have been in recreation. High school education doesn't really give very much of anything any more. There are certain states where everybody has a high school education and the current movement is under foot not to wash out anybody. Anybody who is washed out, in your Midwestern States, it is considered a matter of poor teaching instead of poor students. They should have been given something to interest them; they should have been developed along the lines in which they have natural ability. The graduates coming out have no educational or academic standards. So educational requirements, as near as I know, are completely out as a bar to going ahead in food service.

MAJ. FOSTER

OQNG

I would like to go along a little bit with what Colonel Smith said about a man becoming a food service technician unless he has first of all been a mess steward and a 1st cook. In that connection, I am wondering in regard to our chart up there, whether or not we should have a man as a food service supervisor be in any grade 1, who has come straight up the line from his basic military training to a meat cutter, up to a food service supervisor unless he has some elemental knowledge of cooking. It would seem to me, although we like the idea of these three parallel systems going up the line, you can't get away from the fact, at least

it is my belief you can't, that your main track is the track of the 2d cook, 1st cook, mess steward and technician, and in that connection it would appear logical to me to have some funneling of your meat cutters and bakers into a mess steward or food service technician school before he eventually gets to the top. I am just wondering if any consideration has been given to that, and if so, just what.

MR. HADLEY

Office of The Adjutant General

Yes, a great deal. The first system that members of the OQMG and members of our office worked out was quite elaborate and quite restrictive provision on people moving from the bakery and the meat cutting plant over into food service supervision. However, upon quite a bit of investigation, we about came to the conclusion that in these examination procedures leading into these warrant officer grades and these first two grades of food service technicians are going to be rather carefully and rather extensively worked out, and we can't find too much justification for saying that a man, for example, who has held a master baker grade 3 who has possibly been pretty well experienced in cooking in civilian life or who has by association gathered a great deal of information about the meat cutting plant. He has supervisory skills, he has shown that, over food service personnel in his job as the master baker. If that man can pass the examination procedure, remembering that he must have the recommendation of the food service supervisor and the recommendation of his unit commander, satisfactory conduct, efficiency, and so on, and get the highest grade, it is pretty hard to say that man is not qualified and can't hold the job purely because he has not put in actual time in a MOS for mess steward, for example. A lot depends on the examination, I grant you. Provided those exams are carefully worked out, and we have every reason to believe they will be, we finally decided that we would let anybody in the field take the exam for the next job up and if he can pass that exam, and if he can come out with the highest grade, for example, or high enough grade to provide him with the position, he should go ahead with that scheme. Does that answer your question?

MAJ. FOSTER

OQMG

I will agree with you that the examination is 100% fair to every class of man that comes up along your parallel ladders; that will work out fine. I think the point should be kept in mind in the construction of these tests that after all, your baking and your meat cutting has to do with the supplying of certain specialized items into your kitchen. That is the purpose of the other two programs, and in the construction of the test, I think that point should be kept in mind, certainly if there is any overload at all he has one of the two subjects and it will be an injustice to the man who has come up the other way.

MR. HADLEY

Office of The Adjutant General

Yes, I grant you that. I think the testing people are fully aware of that. It has got to be a pretty unusual man who is transferred out of the meat cutting or bakery ladder into a food service supervisory type position. He is going to be a pretty much on-the-ball individual, or he has got to be experienced in the first place. It is going to be obvious to him that the exam for the food service technician is going to be primarily based on things he would have learned had he been a mess steward or a first cook. Let me point out that this 2d cook coming up here goes into a mess steward type job before he goes into the food service technician. It is primarily a matter of grade adjustment here. This is the 4th grade; this is the 3d grade, and we have a 3d spot of mess steward to fill. There is no reason why a 1st cook, for example, who is already a 3d grade, can't transfer over and take that job.

COL. SMITH

Caribbean Air Command

I disagree with that, Mr. Hadley. I think that nobody should be transferred into any type food service technician or assistant mess steward position until he has proven his ability as a 1st cook.

MR. HADLEY

Office of The Adjutant General

Insofar as these shift-leader duties are concerned or his cooking duties?

COL. SMITH

Caribbean Air Command

Both. A 1st cook is a leader; he runs a kitchen. That in keeping with Army tradition should be able to step into a credible job of the next higher position which is mess steward. That's the thinking.

MR. HADLEY

Office of The Adjutant General

Well, we sort of envisioned the 3d grade mess steward as being sort of a first cook. He is in a large mess; he's actually leading a shift; he's taking the night shift, for example, or he is taking the afternoon shift. As such, he is really just about a first cook. In fact, for awhile we thought of putting the two jobs together and have an over-all title, letting him come thru either job, but calling the two jobs the same MOS number.

MAJ. TULLY

Camp Lee

I don't believe that I can agree with you, Mr. Hadley, that a man who is acting in the capacity of supervisor is gaining the skills by supervision work. In cooking, skills and knowledge are acquired by actually doing the work with your own hands and gaining confidence and

gaining increased knowledge. I think, viewing your chart there where you come over on your 2d cook into your mess steward, that you should just raise that horizontal line up to 1st cook and from 1st cook go thru your training into mess steward. I think you will find the majority of the conferees in agreement with you, make the off-shoot from the 1st cook into the mess steward. Let him have his experience of 1st cook behind him before you make him mess steward because he is only half-trained. If you take him from 2d cook and make him mess steward, just raise the line one grade.

MR. HADLEY

Office of The Adjutant General

I grant you he is half-trained. Your 1st cook is a grade 3. In order to fill your grade 3 mess stewards, how are you going to talk a 1st cook into going, after he has been in grade 3 a year. He has to go to food service supervisors course and come up into a grade 2 mess steward right in his own mess, which he is qualified to fill according to the progress in grade. If he is a grade 3 and after a year, he will go into a grade 2.

MAJ. TULLY

Camp Lee

Go ahead Major. My answer to that would be the fact that there are many officers in the Army that would like to carry the insignia of the next highest grade not because it puts any more money in the pocket but because of the prestige. We have had the case all during the war where many men have not been given permanent promotions but they have been made hollywood sergeants because they have been able to wear their stripes on their sleeves. Even though they are not getting the pay they have had the feeling of superiority and I think another aspect is the turn of controversy they have had on the radio for Vice President of the National Broadcasting Company. It is a little prestige with a higher title and the grace of knowing that it is a stepping stone to something still higher in the future.

MAJ. DICKSON

Commandant Food Service School, Ft. Meade

I think that will make out alright putting that man in there in first cook and then shoving him over to grade 3 mess steward because it is entirely different line he's going into and if he wants to go on up in his own line the field may be a little bit crowded. I think if he sees an opportunity to go over into the Food Service Technician and work there and get up to the top a little faster, I believe he will be willing to put in that extra year and in the same grade. After all one year in grade is not very long. A very few of them will get by with that year anyway.

MAJ. TULLY

Camp Lee

I think it is increased prestige there but it is taught faster. The fastest way for him to do is to go right up in his own mess hall to take over the grade 2 mess steward job.

COMMENT

Not necessarily.

MR. HADLEY

Office of The Adjutant General

Well yes, it depends on your vacancies and how fast your list turns over. Yes.

MAJ. BALDWIN

12th Air Force

If you want to give men prestige let's take that first cook out and make him a chef. Lets put them on a comparable basis with leading hotels. You give them something there but you don't give it to him as first cook. If he has the prestige it will work, 'cause I've tried it.

CAPT. DILLMAN

8th Air Force

How will the War Department secure exceptionally good cooks? The Captain or the Unit Commander can't afford to have his very good cooks to go to school because he is too valuable to the organization.

MR. HADLEY

Office of The Adjutant General

That's very true. In general the situation is alleviated somewhat by the additional numbers of cooks present, currently authorized, or in the proposed authorization, so that the kitchen will not be so drastically short of personnel as they formally were. And this will not only be going on in Food Service but throughout the entire company. The Personnel in them will be attending Signal Courses, other QM Courses, Ordnance Courses, etc. So I don't know just what the procedure will be, but certainly they will recognize that at any specific time twenty or thirty percent of your particular company are going to be at school at one type or other in the kitchen, and of course it is certainly a definite part.

MAJ. BRYAN

Commandant, Fort Knox Food Service School

What consideration, if any, has the War Department given the law of supply and demand on this. Are we going to get stymied along the way. We can't all be warrant officers or we all can't be technicians. What's going to happen to those officers? Suppose you get a hundred butchers in there? What's going to happen?

MR. HADLEY

Office of The Adjutant General

They can establish a cut-off score which equals the number of vacancies which they have to fill. In other words, how fast a man gets ahead in his ladder or field will not particularly depend on the restrictions we have set in his time and grade. In general the time and grade restrictions are quite liberal. It will depend, I feel quite sure, basically on how fast your vacancies occur and how fast your lists turn over. In other words, the list is kept for the first grade at War Department level. How fast someone actually gets into the first grade master baker or meat cutter is how fast the vacancies occur. That is true of all the grades down to the fifth, with the exception of the second grade which is controlled by the Army and third and fourth by units. Your men are promoted to the fifth grade upon satisfactory performance of one year in the Army. They are automatically going to be promoted in the fifth grade regardless of vacancy or regardless of bulk allotment vacancy.

UNIDENTIFIED SPEAKER

I think I may have an answer to Captain Dillman's interrogation as to how these deserving men will be selected to go up the ladder in turn. It would be the function of the post Food Service Supervisor and the G3 Officer on a post to make a survey and maintain a schedule of the background and training of all mess personnel on the post and it would be their function, working together, to see that deserving men were assigned to the Food Service School in orderly succession and that would also be a function of the post Food Service Supervisor who provides suitable replacements in an organization mess so that the men could go to school. I think the Post Food Service Supervisor and the G3 of the post working together would be an invaluable assistance in carrying this program forward.

MR. SMITH

OQMG

Mr. Hadley, it is contemplated that examinations will be given to persons in the existing jobs when this thing goes into effect. It can only be when a vacancy occurred that they take a test for another job. Is that correct?

MR. HADLEY

Office of The Adjutant General

I don't know. They are currently discussing both ideas. They have, of course, obviously now a tremendous amount of people actually filling these jobs, not only Food Service but all of our Army jobs.

MR. SMITH

OQMG

If we gave the exam to all who insist in holding their position, that would have a tendency to screen out any who was not qualified, or at least give an indication of those who were not qualified, but it would be a much bigger job to put over.

MR. HADLEY

Office of The Adjutant General

Exactly, the current thought is swinging toward that, and that should be done, but they had various success with people with so many years experience. Administrative processing is quite large so I can't say one way or the other whether it is going to be done or not. It is agreed that it would be desirable.

CAPT. STUDLEY

Air Defense Command

What positions will these Warrant Officers 1, 2, 3, 4 Grades hold?

MR. HADLEY

Office of The Adjutant General

As supervisors?

CAPT. STUDLEY

Air Defense Command

Yes.

MR. HADLEY

Office of The Adjutant General

The more technical aspect of the Food Service Supervisors duties is pertinently outlined.

CAPT. STUDLEY

Air Defense Command

What are they?

MR. HADLEY

Office of The Adjutant General

What are you talking about? Are you talking about the baker, butcher, mess sergeant?

CAPT. STUDLEY

Air Defense Command

Well, you mean these Food Service Supervisor Warrant

UNIDENTIFIED SPEAKER

What job does he hold?

MR. HADLEY

Office of The Adjutant General

Well, he can be, if he is in a small bakery, he can be the Bakery Officer in charge of the bakery. In large bakeries he can be assistant to the commissioned personnel.

CAPT. STUDLEY

Air Defense Command

What about the fourth grade.

MR. HADLEY

Office of The Adjutant General

Yes. Meat cutting holds the same. Mess holds the same. There is some thought in the War Department putting a Warrant Officer in almost every Company. In Mess for example in relieving the company commander of responsibility for the mess insofar as the details go.

CAPT. STUDLEY

Air Defense Command

How about the Chief Warrant Officer in first grade?

MR. HADLEY

Office of The Adjutant General

Well there, the Food Service Supervisor is more or less in an assistant capacity. They do not replace the commissioned service supervisors but act as more a technical advisor to the Food Service Supervisor himself. It is contemplated that they will be a more steady type of person and that they will be on the job in a certain place for a considerable period of time, while the Food Service supervisor as an officer is subject to a fair amount of transferring and moving around.

CAPT. STUDLEY

Air Defense Command

Well, the discussion came up before that the educational requirements are no longer in the program. We can't expect a butcher or a baker to go up to the steps of promotion and become a Chief Warrant Officer; to hold the supervisory job of Food Service Supervisor in some cases, to come and sit in a conference of this type if he doesn't have any formal education.

MR. HADLEY

Office of The Adjutant General

I don't know about that. He has to have gained some of the things which a formal education would have given him. There are plenty ways of gaining a facility with English besides going to school. In fact, I think some are a lot better of a lot shorter. A person who is aiming at one of those top jobs as a Warrant, say, suppose he has never gone any farther than the fourth grade. You know perfectly well that he is

going to need those qualities in order to even pass some of the upper tests in the ladder that he is in. Now if he doesn't take advantage of these courses, if he doesn't take advantage of self-improvement and self-training he is not going to be the kind of man who gets ahead anyway. Now if he does I see no reason why he can't become a person who can adequately sit in on Food Service type Conferences. He can make recommendations as to many changes to the Post Commander. Granted that education requirements show you to a certain degree that a man has some of those skills, but I don't think it is the only way.

COL. BRYAN

AAF

Educational standard is quite an illusive thing to really attach something onto in such a program as we are talking about. I think the thing we are all interested in is: Does the individual have the innate ability to progress. Now he might not have gone through high school, but, on the other hand, if he does want to proceed up the ladder and he has that initiative he, I honestly believe, will prepare himself so he will have attained the equivalent of having gone through school. I don't think we should just wipe it off the slate, to say that the educational requirement is going to be stricken out without replacing it with something that is the equivalent of that requirement, but if we ever hope to fill a Food Service Program where we can get people to come in from this basic military training block on the bottom of that chart, elected Food Service as a career so that nobody can touch him. He can be transferred out to any other service. I think it behooves us to take that into consideration; to put something there that can be used as a standard or a guide in measuring that young man when he is entering the very bottom of the ladder; that we as individuals now know that when he has served twenty years say, in the Armed Forces, that he does have the initiative, does have the scope, the ability to progress up the ladder instead of just standing still and taking the first and second or third or I should say the sixth or fifth or fourth grade. I think there is more to it. I don't think we should just scrap this educational requirement. But it is not necessarily scrapped. It is a desirable feature, granted, but it should not be a mandatory requirement.

WARRANT OFFICER PIENKOWSKI

AMC

Speaking about Warrant Officers is a very ticklish subject as far as I am concerned, and I believe this may answer Captain Studley's inquiry. When I first came into the Army, as I said before I went into the mess and started out as a cook, mess sergeant, mess steward, and all the way up the ladder. I got as far as a Master Sergeant and I found out I couldn't progress any further. So there was only one thing I could do and that's to make application for Warrant Officer Administrative. In order for me to do that I had to educate myself, as he has stated, through courses so I could go up the ladder and that's why I made my Warrant in Administrative Branch but as soon as I did I went back to mess work.

MAJ. FOSTER

OQMG

I'm a little concerned over the idea of putting a man into the meat cutting position and shooting him all the way up, baking, etc. I'm wondering if any consideration has been given to allowing a meat cutter, for example after he has cut meat for a certain while if he decides that he would like to cook whether he can branch over into the other ladder or not. It is an allied field and I should think the man should be allowed to do so if he feels he would be a better cook.

MR. HADLEY

Office of The Adjutant General

Yes, to a certain extent. Now in the fifth and sixth grade, of course, there's freedom for transfer. But your fourth and third it's rather a debatable point whether the man should be allowed to transfer purely out of say whim, and it's pretty hard to tell when it is whim and when it isn't.

MAJ. FOSTER

OQMG

Well, now let me ask this question, Sir? When he is a meat cutter after he completes his first schooling and becomes a meat cutter he will be a third grade then will he? Then a fourth grade then will he not? It seems to me if he is going to switch over that's the time to do it.

MR. HADLEY

Office of The Adjutant General

Well, I don't know. If he has just gone through a meat cutting course, what justification can you have for sending him over to a cooks job?

MAJ. FOSTER

OQMG

I'll say after he completes the meat cutter's course, after he has cut meat for a year or two years.

MR. HADLEY

Office of The Adjutant General

Well, I don't know, there is going to be some rule which applies across all fields to transfer between ladders. It will be certainly fair to be liberal within a particular field. You have to be partly guided by the fact that you do not give people a lot of training and then let them shift out of their particular job. After all they trained for a job. They should have made up their minds before they went into the course that they wanted to go in to be a cook. It seems that we want to, as you say, make a properly trained man so the transfer possibilities are fairly frequent.

COL. MACATEE

3rd Army

I don't want to see any man get up to the top of that chart unless he knows how to cook. For that reason I think your first formal schooling should consist first of a cook's school or a cook's course shall we call it, after which you have elected courses at the same level, in other words, a general course as a cook and then specialized courses.

MR. HADLEY

Office of The Adjutant General

Now do you think there should be a common training and say before you entered the fourth level which has a common cooks basis. Well that is a matter of school procedure isn't?

COL. MACATEE

3rd Army

You'll have to make it definite because they will get out of line on it.

MR. HADLEY

Office of The Adjutant General

Well actually we cannot say what will be in a particular school course. We can say what the man should be when he comes out but we cannot prescribe training to a Branch. Now it is up to the branch to train men the way they think best. Then, of course, the QM is in hearty agreement with the fact that the man be properly trained across the entire field so that when he does get up to the top he is not such a narrow specialist that he knows nothing except meat cutting.

COL. KAY

1st Army

Let us not kid ourselves. This is, from an academic standpoint, perfectly alright. But we've got to remember that transfer of these men between these different specialists groups cannot be accomplished. Your meat cutter who wants to cook I'd like to know in whose kitchen he will be cooking. You have an entirely different group there. The bakers are in bakery units usually subsisted by somebody else so they do not cook. They bake. The butchers are subsisted by someone else so they do not cook. They butcher. Now that's the first objection I have to this just from an academic standpoint. The second is that you over-looked the fact that these men are not going to be available in the large numbers or going to be available to replace each other, because as you say 20 to 30% of a man's unit or company commander's unit is going to be in training. Now he barely has enough to exist. I say that after having come through all the grades of unit commander. Let us not kid ourselves further about this on-the-job training. On-the-job training stinks. I know of no other term to express it. I don't know and I cannot conceive here as to who will give the examination you speak of on this on-the-job training. I have seen on-the-job training from mechanics on, and on-the-

job training is as someone here before stated, absolutely useless. Now, in selling this program let's don't oversell it by promising the man something that we can't give him. We have done that too many times. When we say six months in this grade and six months in that grade let's make it absolutely clear that that depends upon the conditions obtaining in the unit to which he goes. Experience over a long period of time has indicated, to me at least, that in normal peace times re-enlistment within units, the re-enlistment of cooks and mess sergeants within units brought the percentage of re-enlistments up higher than any other portion of the unit. We need a clear-cut definite policy but let's not kid ourselves by saying that we are going to transfer from one to another in any one of these grades. It's going to have to be done by schools.

REPRESENTATIVE FROM BOLLING FIELD

What do you think of making this attractive to Junior Officers in the Food Service. A good mess sergeant can take an examination and go up to the pay rate of a major in ten or twelve years. A Lieut. might stay in there 20 years and never draws the same pay.

MR. HADLEY

Office of The Adjutant General

That's very true, Captain. We have no career guidance program for officers at the moment. So I don't know whether its a career or if it needed any guidance. But at present our plans are primarily for improvement of personnel in enlisted branch.

COL. KERCHNER

We have got a great deal more work to accomplish in the program. After all, this program is still considerable way from the final form. And you all have a pretty clear understanding of what is in the mind of The Adjutant's General's Office. If you have any recommendations after absorbing this; digesting this information, I would suggest that, and this doesn't only apply to this particular subject but now that we have a pretty definite channel organized, I suggest that any such recommendations be taken up with the Headquarters, Army Ground Forces, or Headquarters, Army Air Force and in that way be brought to the attention of the WD. In that way your entire branch will be in agreement before the WD finishes writing up the draft. And if we can give any assistance in getting those recommendations in, we will be very glad to do so. Of course, they will be reviewed after the draft has been completed and your Headquarters, your Ground Force or Air Force Headquarters will have a chance to express their opinion there. We would like to get along to committee reports to present them to the entire conference and vote on such recommendations as those committees bring forth yet on the records the expression of opinion of the top grades. Unless there are some very important points still needing clarification.

MAJ. GEORGE ROLLINS

Pacific ATC

I have a very important question I would like to ask. I usually sit here and imagine someone would bring this up. I would like to put this before you. The cook and the baker is a very highly specialized art ant that's exactly what it is an art, a very highly paid art. The butcher may be classified as art but he is lesser paid. If you desire to bring up these, the cook and the butcher, high rated Warrant Officers, I mean the cook and the baker, I think it is highly desirable to do so because in civil life they will be the same.

COL. KIRCHNER

We will now take up Committee Recommendations.

Fellow Conferees and guests. In the last food conference, April 1946 practically all of the speakers emphasized the dire need for adequate training for food service personnel from the basic cook up to the top-level supervisor. We all recognize the fact that in any phase of Army planning, missions and accomplishments there is always evident in the background a prime mover, a leader, a guiding hand. The same is true in the training program now in effect for food service personnel in the Zone of the Interior and in overseas installations. The curricular for all food service course beginning with the basic course have been prepared by the Office of The Quartermaster General, the guiding hand in the food service program. These courses have been drastically revised since June of last year. It was realized very clearly then that the type of training in effect during and immediately following the war was wholly inadequate. It had served its purpose, and while at times it resembled an in-the-back-door out-the-front-door type of schooling it met the tremendous requirements demanded by the largest Army the United States had ever had. The figures, 27,724 officers, 364,356 enlisted men, trained during the period July 1940 to April 1947 bear out the facts. In June 1946 the decision was made to revise all food service courses, make a personnel survey of all food service schools, and plan to conduct the training in six schools so located, so as to provide adequate facilities for all the Army Areas. These were selected as follows: Two in the Second Army Area are Fort Meade. It was stated by the first Army that in view of the number of troops in the First Army Area they could not justify having such a training activity in that area, so we established two in the Second Army Area to take care of the overflow from the Fifth and the Third and also take care of the training requirements of the First Army Area. In addition, we established one at Fort Knox which made two in the Second Army. The remainder of the schools, as you know, are at Fort Benning, Georgia; Fort Sam Houston, Texas; Fort Sheridan, Illinois; and the Presidio of San Francisco, California; for the Third, Fourth, Fifth and Sixth Army Areas, respectively. It was decided to establish six schools based on an estimated training requirement. Upon the conclusion of the personnel survey certain changes were made ridding the respective staffs of undesirable, inefficient personnel and building a strong qualified, highly efficient faculty at each school. While this was being accomplished in the field, The Quartermaster General had completed the revision of the courses, made distribution to all the food service schools, and had directed that these courses were to be put into effect immediately upon the completion of the current classes in each course. At that time the schools were under The Quartermaster General. The successful speed in carrying out of this over-all program was made possible by the status at that time. To ascertain the conduct of training and the manner in which the courses were being presented, representatives from the Office of The Quartermaster General were ordered to make an inspection of all schools with the specific

instructions that the inspection would be conducted from a purely constructive viewpoint. It was realized, of course, that there would be different interpretations, and methods of presentations of the various courses, depending upon the individual instructor at each school. In the main, however, the results of the inspection showed that very few changes or corrections were required. The instructors were well-qualified and picked men and with a little polishing of the rough edges they were headed on the right road toward our training goal. The schools, with one or two exceptions, were given an over-all rating of excellent. However, in order to bring the entire school system up to the operating standards as set by The Quartermaster General, it was determined to concentrate on raising the below-par schools to the desired level. Many problems have confronted the Commandants of these schools, such as poor student material, lack of complete control of all training activities, and separation from service of many experienced key personnel. It was a rough road to travel, and at this point, I would like to commend the commandants of the food service schools for their tireless and unceasing efforts which as a result has tremendously improved the food service program. The period 1 June 1946 to 30 August 1946 marked the time that the schools were under the control of The Quartermaster General. War Department Circular 265, with which you are all familiar, dated 31 August, relieved The Quartermaster General of the control and operations of the schools and transferred these functions to the commanding generals of the Army areas in which the food service schools were located. It specified also that The Quartermaster General would prepare the curriculum, supply specialist instructor personnel, and make inspections of all food service schools operated by the Army commanders and the Commanding General, Army Air Forces. Now, we had planned for some time to follow the many suggestions made repeatedly by individuals and committees to introduce into the Army kitchen, where practicable, commercial methods of food preparation and practices. Conferences were held with Mr. Hennessy, Chairman of the Board, Statler Hotels, who spoke to you earlier in the conference. At his suggestions, the chef's training course for officers was set up and civilian facilities were made available for this type training. The completed program of instruction was submitted to the War Department General Staff and upon receiving approval the first class in that chef's training course was convened 11 October 1946. All of those graduates have been placed in key food service positions; that is, graduates of the first chef's training course. Concurrent with this new course for officers, we had completed and received approval of the Master Bakers Course designed to train enlisted personnel with military or civilian baking experience in the supervision, management, and technical operation of post bakeries. The first class of this course convened at the Quartermaster Food and Container Institute in Chicago on the 7th of October. It has proven to be so successful that we determined to discontinue detailing personnel to the American Institute of Baking upon the completion of the January class. It was on 21 February 1947 that War Department Circular 50 was published and distributed to the field. The increased grades for food service personnel indicated

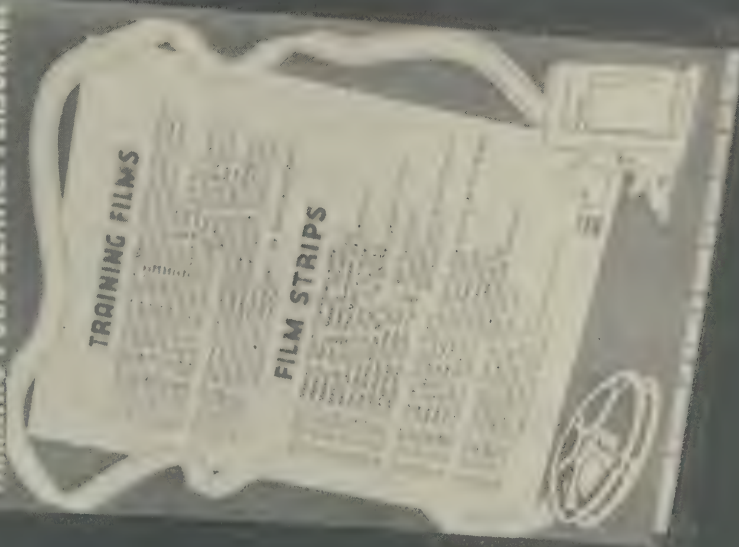
the desire of the War Department to give recognition to men engaged in feeding activities. It was very controversial, certainly. It caused much discussion and there was no increase in authorized troop training strengths to implement the program. This is the bottleneck. Personnel becoming familiar with the circular were soon clamoring for promotions. As we were interested mainly in the effect of this circular on our training program, it was determined to conduct an unofficial poll of the school personnel and get their reaction. Needless to say, they were most unfavorable. Food instructors in the third and fourth grade becoming aware of the fact that mess steward in unit messes were authorized in the second grade were preparing to request transfer and take advantage of these increased grades, thereby in the event that did happen the key to the food service program would practicably be eliminated. The situation was not helped by the efforts and offers of some company commanders who immediately seized upon the opportunity to do a little proselyting in approaching the boys who were the instructors in these schools. However, after speaking to these men we felt very good as a result of the display of loyalty and the refusal by the majority of the instructors to accept these offers. At the same time we realize that immediate steps will have to be taken to increase the grades of the instructor personnel for all schools to offset this job hunting. These proposed grades have been included in the revision of Circular 50 now in the hands of the General Staff. The Circular also provided personnel for the food service supervisor staff from Army level down to the regiment. The trained personnel for these positions, officers and non-commissioned officers were ordered to attend the food service supervisors course or courses in their respective Army areas. In addition, officers were ordered to the Subsistence course conducted at the Quartermaster Food and Containers Institute for the Armed Forces in Chicago, it being the intention of their commanders to detail these graduates as food service supervisors. We wish at this time to state that the purpose of this course is not to turn out a qualified food service supervisor but to train officers for subsequent assignment as subsistence procurement officers. We felt at the time that the officer courses in mess management and in food service supervision while meeting the immediate requirements were still not of sufficient length to allow us to graduate a student with the knowledge and experience required to carry out the duties of a food service supervisor. At once, we began planning a course which would give an officer a complete basic practical knowledge of cooking techniques, training in the operation and management of unit and consolidated night feeding establishments and in the duties of a post food service supervisor, a post or higher level food service supervisor. This course named, or titled, the "Advanced Food Service Course" will be of 9 months' duration and will convene in late September of this year at Camp Lee, Virginia. The capacity has been established at 60 officers. Ten of those have been set aside for the War Department; 40 percent have been set aside for the Army Air Forces, and the balance the Army Ground Forces. We expect this course to fulfill the training requirements for food service supervisors in every respect. Instructors for the course will be selected

from the list of officers who have successfully completed the chef's training course. No effort will be spared to set up this course as a criteria for all food service training in the Army. It must be realized that all of the courses, manuals, instructors, and facilities, might just as well be thrown into the scrap heap if the personnel trained in food service activities are not utilized in that capacity. A recent survey indicated that this mal-assignment had taken root in the field, specifically, as a result of a recent inspection made by a representative of the Training Branch, OQMG. It was discovered that many instructors personnel of the food service schools are being used for duties other than the training of students. It was also discovered that students were being used in officers' clubs. If you had a boy and you sent him to a school and you were paying that boy's tuition and he wrote back to you and said, "Dad, or Mom, I arrived at this school to take a certain specific course, study law or something else, but they didn't do that, they had me out here digging holes in the ground." I know what most of would do. - you would take the necessary steps to correct that immediately, because you wanted your boy to get the education you sent him up there for, and I think this practice should be halted, realizing that the schools are the key to the entire program. Full cooperation and coordination in the training and assignment of food service personnel is necessary to accomplish the mission and the orders of the War Department. While the percentage of utilization of the capacities of the food service schools increased in the last six months it is still far short of the maximum capacity fixed. In January 1947, 40% of the total capacity was utilized; that was January 1947. While these figures represent an increase of 37% they indicate also that there is still room for improvement. Personnel surveys recently brought out the fact that over 50% of the personnel assigned to food service activities have never received formal training, and we believe immediate action should be taken to put into effect in the Army areas and elsewhere a program which will guarantee that all food service personnel will attend the schools commensurate with their present or future assignments. We have only attempted to touch the major points here, and I would like to give you a resume of what has been accomplished and what is intended for the future. On the list of accomplishments, we have the implementation of the chef's training course; the revision of all food service courses, and those courses are constantly being revised to keep up with food times, so to speak; and we are exploring every possible source to get the best training manuals, doctrines and curricular out into the field with a view to improving the food service program. Also, we completed and have approved the Advanced Food Service Course; discontinuation of training at the American Institute of Baking; and the implementation of the Master Bakers' Course at the QM Food and Containers Institute for this type of training. I would like to say here that the course which is established at the QM Food Container Institute - the Master Bakers' Course - was set up after analyzing the training which we had been receiving at the American Institute of Baking. We also established a standard Tables of Organization for all schools. We established a standard Table of Organization for food service training teams.

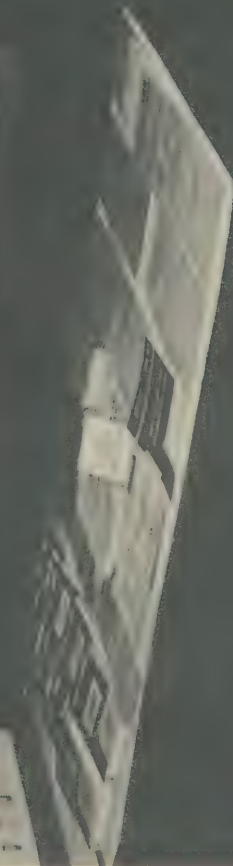
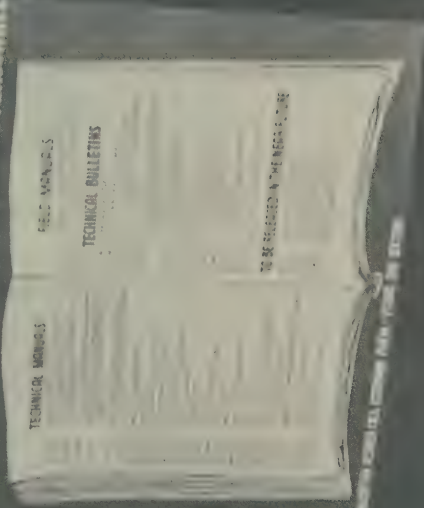




FILMS AND FILM STRIPS USED IN
TRAINING FOOD SERVICE PERSONNEL



PUBLICATIONS USED IN TRAINING OF FOOD SERVICE PERSONNEL



We established a standard T/A and T/E for all schools. We developed a tentative standard grading system for evaluation of students' achievements. We made a survey of all qualified instructor personnel for assignment to schools and instigated plans whereby all instructor personnel will eventually be qualified as instructors and the survey, of course, of all schools which has been going on continuously, eliminating inefficient and unqualified personnel. In the list "to be accomplished" elimination of food service supervisors courses from Army Area schools in conjunction with the implementation of the Advanced Food Service Course; the abolishing of the food service instructors course at Camp Lee, Virginia; the return to the peace-time mission of the Subsistence Course which is to train subsistence procurement officers who will be assigned to these duties upon completion of the course; the lengthening of the mess stewards courses to provide a more adequate and complete course of training. In closing, I wish to state it is our intention that the courses of training offered in the food service schools again represent the key to the food service program. Commanders responsible for the implementation of the food service program must plan to stabilize the assignment and orderly replacement of food service personnel in order that maximum benefits may be derived from the training and experience gained by the individual, and on canvassing the commands to get the untrained personnel into the schools and see that they are assigned to the proper jobs. We stand as technical advisors prepared in every way to assist you at any time to solve the training problems which confront you. We believe that this service with the full utilization of the facilities of the food service schools and the maximum utilization of trained personnel is the solution to the overall food service program. I thank you.

COL. HARDING

When you ask a question, would you please state your name and organization so that we will have a proper recording for the minutes.

CAPT. OGDEN

Strategic Air Command

In the past, the AAF in requesting quotas for the food service schools, particularly the cooks, mess stewards, and food service supervisors, have not all be able to obtain their full quotas, their full requests. I am wondering how that stands against your statement that the schools have never been completely full. Is that a failing in the school itself, or a failing on our part to request these quotas?

MAJ. BYRNE

I can answer that for you and would like to present you with some figures. In May 1947 we had, as total figures, in courses A and G, for example, a total of 124 overall. In Course A, the over-all figure was 54. The figures in those courses for May for the Air Forces numbered 4. Those same figures, all of which I do not have here, bear out the fact that the Air Forces had not been utilizing the capacities set aside for them by the Army Ground Forces in collaboration with The Quartermaster General's Office.

COL. BRYAN
AAF

The quotas set aside by the War Department, thru the Ground Forces, for the food service schools for Air Corps personnel will be utilized as established. The reason for non-filling of quota, if that is what we want to call it, I think is easily answered in the statement that the requirements procedure in going through for our headquarters to get the information required by the various commands conducting the schools and making our personnel available to meet those quotas was an impossibility to meet at any earlier date. We have received letters from all the commands. As I understand it they have been answered, coordinated, and those quotas are going to be filled.

MAJ. BYRNE

Does that answer your question?

CAPT. OGDEN
AAF Forces

Yes, Sir. In the past, it seems that my Command, and I personally supervise all our training and see that requests are originated at least by our subordinate commands. They have gone in, and I am fairly certain that during May we had more than 4 in my Command in Courses A and G.

MAJ. BYRNE

According to the forms 886 which have been submitted by the food service schools. While you are in all probability correct, the official form 886 represents the official figure as far as we are concerned.

CAPT. WATERS

AGF

I have two questions, Major, The first question: Is it the policy of The Quartermaster General to operate training kitchens by assigning food service personnel of the food service schools to those kitchens? The second question: Will The Quartermaster General send representatives, upon proper request, to visit and advise in the operation of food service schools in overseas theaters?

MAJ. BYRNE

I am quite sure, as I stated before, that anyone desiring assistance regarding any advice or help that can be given in the food service training activities or matters, or any other activities, The Quartermaster General will give you the proper representation. As to your other question: It is the policy, or it was the policy when the schools were under The Quartermaster General, to operate training food service schools for the benefit of the students. In order to efficiently operate that activity and properly train those individuals, we had to have almost complete control of the activities which they were being trained in. It is not The Quartermaster General's policy to have students placed in activities foreign to the training activities of that particular school.

MAJ. DICKSON

Commandant Ft. Meade School

In Circular 50 it takes the schools from under The Quartermaster General and places them under the operation of the Army Commanders. That has worked quite a hardship on us in some instances in this particular way: Quite often we get a comment from somebody, a request rather from somebody who wants us to put a student in this or that or some other activity and we have to tell them "NO", and then they want to know who established that policy. Well, the Army didn't establish it, and I am under the Army, so I have to state right out that I established the policy. So far it has only happened twice and I have been able to, you might say, get away with it. But I have four bosses and I am not a tight-rope walker, and I can answer to two very well, as I am used to that, but I don't like four and I think that these schools should go back under The Quartermaster General so that a definite policy will be established and that we will have not to exceed two bosses anyway.

COL. BRYAN

AAF

I heartily endorse that statement. When the Air Forces voluntarily surrendered the War Department granted a right to establish their own food service schools. In the paper that went to the War Department, it was stated that the training should be conducted by a War Department agency, meaning The Office of The Quartermaster General, and we certainly concur in such action.

CAPT. OGDEN

AAF

My Command, the Strategic Air Command, wishes to go on record as endorsing that plan also that The Quartermaster General handle training for food service.

MAJ. DEAN

Commandant Ft. Benning School

Major, I would like to go on record as endorsing that plan for two very, very specific reasons; one of which has already been brought out, and that is the operation of kitchens as training laboratories for the students. As Commandant of the School at Benning I have no right to decide where the students will perform that training. Admittedly, my people are supposedly highly efficient and able to conduct themselves as instructors in the kitchen. At the moment they are not doing that. They are operating kitchens and maintaining their own title as efficient food personnel themselves, the reason being that these jobs, as you mentioned; officers clubs and special activities at various posts, are given to them as training activities.

MAJ. DEAN

Commandant Ft. Benning School

There is also the added feature that a very, very important mission is to be performed and the result is that the instructor does the work himself rather than allow a student to mess it up. The instructor himself has no alternative but to do that if he is to maintain his own dignity as a food service man. Secondly, the instructor has been pushed aside since the advent of Circular 50, I believe. It doesn't seem to me to be any improvement based on yesterday's conversation. I would like to go on record again as saying that I believe the personnel recommendation committee here should go along in putting out something definite as to whether or not these people should be recognized for their talents. I do believe they should; that the Personnel Committee should make it specific in their recommendations; that those people, regardless of the present position of the Army on grades and ratings, be allowed to receive the opportunity they are deserving of.

MAJ. BYRNE

I am quite sure the Personnel Committee will take all of your points to heart.

CAPT. STUDLEY

Air Defense Command

We have no information about this 9 months' course beginning in September at Camp Lee, Va. We cannot fill a quota from our command for which we have to get the information from the Air Forces. It takes 10 to 15 days to get a communication from the Fourth Air Force, Colonel, and I would like to, if possible, get the agenda or the curricular of this course; what are the training requirements of the officer to attend the course; and is it on the same level with the Quartermaster School at Chicago, or what?

MAJ. BYRNE

Well, I was giving you a little advance information. Now, to show you how advanced it really is, I received the correspondence back from the General Staff yesterday afternoon and at the present time it is still on my desk, awaiting necessary action. Incidentally, the War Department General Staff wants immediate action. As to how the course is established, it encompasses every phase of food that you all know of at the present time and food training. As to the pre-requisites, as I told you before the correspondence is still on my desk.

COL. LANDAW

AGF

I would like to know what you can teach at Camp Lee, (I am 100% for the 9 months' course) that you cannot teach at an Army Area Food Service School. In listening to Mr. Mardikian, Mr. Hennessy, all food consultants, there is a fine point you are going to have to reach to make a cook; the same way with food service supervisors. Of course, this is my personal reaction, not the Ground Forces' reaction. I don't believe the facilities (I am not talking about personnel facilities) are available at Camp Lee for the conducting of a 9 months' course. I was fortunate enough to go to the school at Chicago and the best service schools in the Army and if we are to put a school in of that magnitude it should be placed in a position where they can carry out the mission of the school. Of course, this is my own personal reaction.

MAJ. BYRNE

Far East Command

I can answer that, Colonel Landow. As the result of a survey, it was determined that proper facilities for training food service supervisors were available at Camp Lee, Va. They were probably not there when you went thru there, but they are to be installed very very shortly. We have just received an approval as regard to funds for the implementation of this course, and as regards to what you can train where, you can eat a can of baked beans in Alaska and the baked beans are still the same in Florida, and so with the training phase. Not being facetious, Colonel, but a complete survey was made of all, all

activities, and it was determined we could operate that course at Camp Lee and turn out the desired end product.

COL. SOULE

Far East Command

There seems to be an undertone in the discussion that is discernable to me, I may be jousting with windmills - the tendency to improve the standard of training for a relatively small number of people. I gave some figures yesterday as to our cooks' problem in the Far East based on a relatively small cross-section wherein we found eight and a fraction percent of our cooks have had what we considered adequate training. That was an eight-weeks' cooks' course, or the equivalent. Sixty percent of our cooks have had some formal training. Some of that training was up to a week's course in a regimental or battalion school. Thirty percent have had no formal training whatsoever, merely on-the-job training. Of our 5 major commands, only two of them have food service supervisors. A statement was made the other day that what we needed was quality rather than quantity in our cooks. I take rather the opposite view. I think our crying need now is quantity and let the quality come later. I think it is better to have all of our cooks have some training rather than a few have a considerable amount of specialized training. The same way with your food service supervisors, that we have enough food service supervisors to go around before we start training a limited number to be highly technically qualified specialists. This nine months' course is fine, but let me have some food service supervisors with some training before we get people who are thorough-going experts. That is just a suggestion. We don't have the time in the overseas command to train them, even if we have the qualified instructors. I again put forth my plea for training in the Z/I for the overseas commands, insofar as the Far East is concerned.

MAJ. BYRNE

Well, Colonel, you are perfectly correct in saying that we have an immediate need. By the same token our training for cooks at the present time is three months. We realize that we can teach a man the basic fundamentals of cookery in three months and with approximately two months' training on the job that he will do a fairly decent job. As to all training of food service personnel in the Z/I, I don't see how that could be accomplished. I think it is very necessary that we continue to maintain the training activities on the overseas theaters.

MAJ. CORDELL

Air Training Command

I would like to raise a point in connection with the operation of the food service schools themselves and that is the coordination between the theoretical training in the schools and the actual practice in the messes of that post to which the students are taken to do their work. I have received quite a number of reports from officers who have attended Course A and Course G in certain schools and they say that

they are not practicing what they are preaching. If you are going to take a new man and work him in on the food service program you try to build up his interest and morale by giving him the course outline that you have established and he goes into the messes to work or to observe and he observes that the practices which are being taught are not being used, he comes back feeling that he hasn't gotten the answer.

MAJ. BYRNE

What you say, Major, is probably correct, and in some particular instances, I would say that you are correct. However, we have been in the same position that you people are in. We have a crying need for food service instructors that are being utilized in activities other than training activities at the present time. How can we correct this situation when your instructors are being utilized in other activities?

COL. LANDAW
AGF

What I was going to say is how they engage the responsibility of the Ground Forces. It is stated in Circular 50 and very emphatically stated by Colonel Robinson of the General Staff, that The Quartermaster General is charged with (1) inspection of schools and the other is to make recommendations of policy to the Commanding General, AGF. I will not say at this time that the school system as presently employed is correct. Personally, I think there should be one central head, whether it's Ground Forces or The Quartermaster is debatable. But if this condition exists, I believe a recommendation to the Commanding General, AGF or the interested agency should be made, and I think that is one of the responsibilities of the Quartermaster all through the entire program. It would be very foolish - and that has been talked over with General Devers and General Larkin, for the Ground Forces to set up a separate Inspection Food Service Division in that The Quartermaster General has a very adequate and thorough division. Therefore, recommendations, if this condition exists, should be made thru proper channels and possibly can be corrected and not to throw it into an open discussion at this meeting. I think this meeting is a wonderful thing. In fact, for three months we have been in close cooperation with The Quartermaster General to bring these teams together so we could take our hair down (that leaves me out of the picture). I would like to put the responsibility, if they are going to accept the responsibility, where it belongs. Again, I say that it in no way indicates the responsibility of the Commanding General, AGF. We do not have a setup for inspection.

MAJ BYRNE

Let me explain my position on this thing, but which is very similar to the Advanced Food Service Course.

MAJ. McILHINEY

3rd Army

Major Byrne, if a Table of Organization was formulated for all of your food service schools, I think the problems of operating or administering them might be somewhat simpler rather than having them under a ASU, which has proven to be, in our Area, not to be satisfactory. I realize the size of the schools are different but the problems could be surmounted as far as the Table of Organization goes, and secondly, I would like to put forth for discussion the possibility that perhaps our qualifications requirements as far as the AGGT score and/or their formal education of enlisted men are perhaps too high for the results we desire in the food service program. In other words, we are cutting off a source of good material. I realize that favors may be granted but I was wondering what the other gentlemen think, if we aren't setting our sights just a little too high at this time.

MAJ. DICKSON

Fort Meade School

I don't believe we ought to do that at all. If a waiver comes in it is my duty to take a check on this student and watch him carefully. If at any time I see that he is not going to make the grade, it is also my duty to pull him out and send him home. I still want to retain the right to decide on that.

MAJ. BYRNE

I don't believe we have set our sights too high because in cookery the teaching that we give them right now is on a pretty high level and we are going to raise it.

MAJ. TULLY

Director of Food Group, Camp Lee

It seems that we get off on tantrums. Just a moment ago we were discussing the practical training of cooks in the kitchens and for the record I would like to return to that subject and recall to your minds that during the war we operated under a similar condition as at present on the basis that the service commands had control of our Bakers and Cooks' Schools. It was my responsibility, working out of the Office of The Quartermaster General, to make inspections of Bakers and Cooks Schools in all of the service commands, and as a practical suggestion for the record where we have this divided responsibility, a happy solution of the problem is to give the food service school the control of a company mess or a larger mess on the basis that the practical instructors of the school will conduct the operation of that mess from the point of delivery of the food to the kitchen to the service of that food on the service lot, with the cadre organization furnishing the necessary KPs or mess attendants, and with the provision that if there is anything wrong in the operation of the mess by the training school

that the company commander or other officers will make his contacts direct with the commandant of the school for his correction and not interfere with the training. Now that is the most ideal situation that we had during the war with the divided responsibility of service command and the operation of the schools. I would like to leave that on the record as something for us to shoot at. Now, number 2, while I am on my feet. In yesterday's discussion of War Department Circular 50 I got on my feet and tried to keynote the discussion by emphasizing what to my mind is the most important point of discussion in order to carry our food service program along to the high standards that are enunciated in all of these circulars. And I believe that the basis of our problem at the present time is the training of cooks. Now we have heard Colonel Soule as to what is the condition overseas. I was talking last evening to the Commandant of one of our food service schools who indicated that as the result of a survey in his Army Area it was brought out that in a given period in the immediate future that Army Area will lose more cooks than that particular school could train in six months' time. Yet, we are not getting the quotas filled in our schools and as I have been told the General Staff has decided that there is ample facilities for training in our food service schools and for that reason they are eliminating a cooks' training course at Camp Lee which was training on an 8 weeks' course. So I believe the very basis of the achievement of our program at the present time is the great need of training cooks for the Z/I and for overseas. I have a third point and then I am going to sit down. Down at Camp Lee we have a food service instructors' course. The next class will be No. 19: it is a four weeks' course. We have trained the great majority of the instructors in the Z/I food service schools. Recently, we have had students from the Alaskan Command and in the last class we had a representative from the food service schools in the Philippines. And so far as these overseas schools are concerned, if you can get qualified personnel to the food service course we can give them an intensive course of training in four weeks which I predict will return them to your schools, as was expressed this morning, as fanatically interested in conducting instruction in food service school. So in number one I tried to bring out the ideal situation for practical training in kitchens; number two, I tried to emphasize the importance of training cooks; and number three, to bring to your attention the food service instructors' course for training personnel for the conduct principally for overseas schools. Thank you very much.

COL. SOULE
Far East Command

I hope I will run down shortly to avoid boring you unnecessarily. I have heard quite a bit of criticism in the Far East when Circular 50 first came out, or prior to that, primarily Circular 50, that the standards were set too high, so I arranged to have a survey made of all the troops in the Far East Command from a sampling basis, representing three percent of the total strength of the Command we got the records

of 7,956 people. Of those, based on the standards prescribed in Circular 50 for the qualifications for mess stewards, 51.9 percent of all enlisted men meet those qualifications. In other words, half the enlisted men in the Army will meet the requirements for mess stewards. On the cooks, 77.8 percent of all the enlisted men in the Far East Command will meet the minimum requirements for cooks. I do not think those standards should be lowered. If we eliminate only 12 percent of the people due to educational or AGGT scored efficiencies only from our standards, I do not think the criteria are too high.

MAJ. BYRNE

I agree with you Colonel Soule, and I am quite sure that it is the intent that those scores will not be lowered. This is a long-range program to get the best people into the food service activities.

COL. SOULE

Far East Command

The other item I have. I appreciate Major Tully's offer for training instructors for overseas. However, command decision has been made in the Far East Command that no one will be sent back to the Z/I for training, for schooling of any kind. You probably have had little realization how anxious most of those in the overseas commands are for an excuse to get back to the States. So to avoid being swamped, the Command decision has been handed down that under no circumstances will anybody be sent back for schooling. They will either have no schooling or will be schooled overseas. I hope they will be schooled here before they come over.

LT. ZELIMER

Army Advisory Group, China

I would suggest, Major, that a closer tab be kept on food service personnel who have graduated, who will have the experience in the food service program. I know that upon graduation from Course G at Fort Meade, I was put in the Replacement Pool at Camp Lee. Practically one month later I was told that I was on shipment to Calcutta, India, Army Graves Registration, as were 13 others who graduated with me from that course.

MAJ. BYRNE

You mean you are with Graves Registration at the present time?

LT. ZELIMER

Army Advisory Group, China

I am not now, I came up to OQMG and got out of it, and got on a food service job.

MAJ. BYRNE

Are the other officers still connected with Graves Registration?

LT. ZELIMER

Army Advisory Group, China

I don't know where they went to, Sir.

MAJ. BYRNE

Unfortunately, or fortunately, those things do happen. However, we have reached the stage now, I believe, as regards personnel where it is not short of critical, it is critical, and the proper utilization of manpower is necessary, and if it means that you have to take a man even though he has been thoroughly indoctrinated in food, we are trying to set up a career program for food service personnel, we are also going to eliminate those undesirables, but it is also necessary that we have officers operating other activities other than food service in the United States Army.

LT. ZELIMER

Army Advisory Group, China

At that same time, just as soon as I found out that I was due for Graves Registration, I came to Washington to the OQMG and found out that in China there was a position as food service supervisor open. Now, no consideration was made at all as to who, or MOSs in filling those jobs. They wanted bodies for Graves Registration; they needed a body in China as food service supervisor. They did not consider my MOSs at all in sending me to Graves Registration.

MAJ. BYRNE

I say, that is most unfortunate, but as you know now being a very persistent individual, you have eventually wound up in a food service activity.

LT. ZELIMER

Army Advisory Group, China

I think we ought to admit that was a mistake.

COL. KAY

First Army

I would like to repeat what the last speaker has said, and I would like to emphasize it and emphasize it even more than it has been by any one else. I have had the opportunity to be on an Army Quartermaster Staff in the Pacific and to serve 18 months as Port Quartermaster in Japan. And I must say that at no time in the last 18 months, or the 18 months prior to May of this year, did we receive anything other than warm bodies in response to requests for individuals of certain qualifications. We would find that people would come over who had been graduated as food service supervisors and we would find they would come over and wind up as a commander of a laundry section. We would find

people coming over detailed to the Quartermaster Corps to run bakeries who had spent their entire training prior to that of being trained for Military Government. Now, if we are going to get anywhere in this particular line we are going to have to see that the people who are trained for this are ear-marked for us. I think that the ports all around job done in the foreign theater, at least the theater I was in, has been that of the placement of personnel. I don't know what goes on here in the United States, but I do know that, I think those here from that theater will agree, very little attention has been paid to qualifications. They have people go out who are in key positions and people who come in to replace them are not in any way capable of replacing them; they have no training. After the man has been on a job a little while then in comes a man for another job who has the training exactly what you need and they have both had exactly the same selective category from the States. I know that your problem here is bad, but if we are going to have a food service program that is going to be successful, trained personnel must reach the people in need of them; they must not wind up as clerk, sergeant majors, or anything else and if you have high classed personnel that is where they go ultimately.

MAJ. BYRNE

I heartily agree with you, Colonel, and that is the main reason for the career program for food service personnel, to ear-mark these people, to create the initiative and will-to-do to get these people in food service activities and keep them in those activities. As far as shipping personnel overseas and having them wind up in other activities, I agree that that happens, and the solution, I believe, there is the immediate assignment, as you stated, of those personnel and to follow thru on those orders.

MAJ. WHITING 4th Army

The six commandants who are here - we all have something in common that we would like very much, if possible, to get ironed out while we are here. We have problems that are more or less in keeping with all the schools. The primary goal is the training of men and officers to put into food service activities. Any hindrance in that program is definitely a detriment to our program. First, we would like clear-cut command channels, somebody who would give us guiding support and not destroy our initiative (this is not a reflection on any command; we all have the same problem), somebody who is not yet provided the responsibilities and we be under them. We would like to be the sole responsibility of somebody who would support us and see our viewpoint. Another of which is the quality of personnel which we are receiving, replacement of instructors which you mentioned in your discussion, men that we feel can start at the bottom and are capable of obtaining a high mark or grade in the food service program. Of course, some of them will be dropped out regardless of their background, intelligence, education, but they will be a nucleus to start our food service program on. We

must, of course, to eliminate a lot of these other problems so we may give our undivided attention to training, which is the backbone of the food service program.

MAJ. BYRNE

Thank you, Major

MAJ. WHITING

4th Army

Yes, Sir.

MAJ. CORDELL

Air Training Command

I would like to get slightly off the subject with one which has a bearing on our food service program. We have a great number of sales officers, particularly in Air Corps stations, who are ill-trained or not trained at all. They are learning the jobs the hard way. The Commanding Officers of the stations won't send them to the school because it seems that the training for sales officers is included in a 5 months' Quartermaster Course. There is no separate course for a sales officer. Is that correct?

MAJ. BYRNE

That is correct.

MAJ. CORDELL

Air Training Command

I would like to recommend a separate course for sales officers to pool together in formal training, what they are learning and have learned on the job itself, and that that course include a thorough emphasis on the coordination between the sales officer and the food service supervisor.

MAJ. BYRNE

Thank you, Major. I know that that condition exists. That's the reason for this conference.

MR. SMITH

OQMG

In that connection, we have run on occasion courses for the sales officers but it has not been on a continuous basis, so you probably have a good recommendation to submit to OQMG.

COL. KNOLL

Air Materiel Command

Has any attention been given to the real training of the company

commander, the mess officer, the man who has to run the mess? He does the dirty work. You say, sure you are going to have a food service supervisor, but I am afraid that we are losing a little something in this conference if we don't also mention the problems of the messes.

MAJ. BYRNE

Colonel, in keeping with the policies announced by General Eisenhower, it is his intent that every officer become familiar with food preparation and I am quite sure that that policy will be followed thru.

COMMENT

Is the answer to the interrogation the fact that there is talk in all food service schools the objective of which is to train mess officers? Is that the information you were seeking Sir?

COL. MACATEE

3rd Army

I have one basic thesis on this whole food service program and it has worked for a good many years, and until your company, troop, battery, or what have your commander assumes his responsibility and runs that mess in his unit, you are not going to have the mess. It's axiomatic that when a company commander and/or his mess officers goes into the mess daily, samples the food, understands the cooks, rides the mess sergeant, if you will; that there is good mess, particularly axiomatic, when he doesn't do those things, you usually don't have a good mess. With emphasized food service supervisors; they're fine, but I am afraid that many food service supervisors are becoming post mess officers, and are dealing not with the company commander who has the command responsibility for that mess, but are dealing with mess sergeants of Company A, the mess sergeant of Company B, the mess sergeant of Company C, and he becomes the post mess officer. And the company commander says, "Oh, Boy, I've got a mess officer now to run my mess; I don't have to bother it". There is the key to the food service program, in my opinion.

COL. KEENEY

Panama Canal

May I ask you, Colonel, what you would suggest to put this responsibility back on the company commander?

COL. MACATEE

3rd Army

Back on him?

COL. KEENEY

Panama Canal

How to make him assume this responsibility he should recognize?

COL. MACATEE

3rd Army

It is a fundamental command responsibility that we can't escape.

COL. KEENEY

Panama Canal

You think this is present now, don't you?

COL. MACATEE

3rd Army

I know it isn't.

COL. KEENEY

Panama Canal

Then, do you have any suggestions about what could be done to bring it about.

COL. MACATEE

3rd Army

Yes, mash in some heads.

COL. KEENEY

Panama Canal

In the absence of a recommendation from him, I will tell you this. We have recently conducted an experiment of the garrison ration in the Panama Canal Department. One of the results of the test has been to show up the poor company commander. The good company commander took hold of the garrison ration and made it work and made it work very well indeed. When his men were asking for more creamed shrimp on toast for breakfast and mushrooms with their steak, you know it worked. But the good company commander - the operation of the mess (no reflection on the company commanders) we had only one or two which didn't do it well, and there I think the company commanders were entirely at fault. I know they were. So, perhaps, that is the solution. Instead of trying to beat it into them to take hold of their unit and do what they should do, properly anyway, perhaps if you kicked them in the --- if you kick them along and make them operate on the garrison ration, they have got to operate efficiently, or they'll go under and they can be made to pay for what they go under. They are sure going to keep themselves above water.

MAJ. BYRNE

Thank you, Colonel. Any other questions?

MAJ. PYTLAK

Food Service School, Ft. Sheridan, Fifth Army

I would like to make a suggestion that Course C be lengthened

to two months. I think that more experience is needed in the basic operation. I also suggest that students upon the successful completion of the course be permitted to retain tests for his personal use for furthering his study and career. At the present time, it is entirely prohibited by Army Regulations. I also suggest that the Training Film, "Something You Don't Eat" be produced in large enough quantities to permit the maximum use for all types of training purposes. Also, that new lectures on food conservation be prepared for mandatory use by all organizations and units. Also the aim of the above being to educate the soldier and to interest him and to secure his cooperation and his personal needs for food as part of food conversation. I also suggest that - there are only six schools in the United States - the commandants get together about three times a year and discuss our own problems. We can get a great deal out of that.

MAJ. BYRNE

Thank you, Major.

MAJ. WHITING

Food Service School, 4th Army

May I make a suggestion that the commandants at the food service schools during this conference get together with the Major, as chairman, to put our problems together. I believe they are unified; I believe they are all together. We can submit those as a committee and any questions discussed and commented upon by the group here.

MAJ. BYRNE

I had already informally suggested that procedure. We have been so busy the past few days that we haven't had time to do it, but I assure you that we will before the conference is over.

MR. SMITH

OQMG

In regard to the retention of texts, as you pointed out, the AR states that the basis being that the text are all publications issued on an Army Distribution basis, so that the company that the man is to go to for duty should also have received the publication. It is possible that it can be changed to indicate that food service schools will look into it. In regard to films for food service schools we are procuring a number of commercial films, one that was mentioned there "What They Didn't Eat." I don't know whether you appreciate it or not, but it costs to \$8,000 to \$10,000 for one film. Every film produced in the Army costs us that much money, besides the amount of time and effort it takes. We are constantly looking for commercial educational films that we can procure for \$50, \$75, and up, so that you can use them in training. At the present time, we have worked out a booking arrangement whereby we buy one of two films and circularize

them to the schools. We started out initially with one film and we realized that was inadequate, so we are now getting two. We don't intend to provide each school with one copy of each. If you commandants raise a large howl, maybe we can. In regard to the lecture, Training Circular 32, I believe, contains lectures on food conservation. Those are currently being rewritten. Does that cover everything that you had?

MAJ. TULLY

Camp Lee, Va

I would like to support what Major Pytlak has said regarding publications and I would like to use as an illustration the fact that out at Fort Morris, Washington, I am told by cook students who have come to Camp Lee that they are approached on the basis "We note from your records that your home is in the East. How would you like to volunteer to be a cook student and go to Camp Lee and have a nice train ride across the country paid by the Government?" And naturally the young man is anxious to get back in the home surroundings and he says, "Why, certainly I volunteer to be a cook trainee." What happens when his training is over? He has received his pay, he has received his clothing, he has received a nice train ride over the country at the expense of the taxpayer and then everything on his training has been centered around the Army cook and TM 10-412, and the Army Baker, he can't take it away with him because the Regulation says that out at his company, and he is one of maybe ten cooks out of his company, they have a copy of these publications. Where is it? It is up in the filing drawer, the filing cabinet, of the company commander and we teach the men to use the Army recipes, follow the exact procedures and how in God's name is the man going to get the cook books to put into application everything that he is taught in the school. It is the most penny-wise and pound-foolish procedure I have ever seen in any training program.

MR. SMITH

OQMG

I wonder if I could have the showing of hands on the publications to see whether it is a prevalent enough problem. Are training publications lacking in the messes? That is the question I would like to have answered. If it is, would you raise your hands? Showing of hands indicates this is a problem common to all of us.

COL. HARDING

Sorry, we will have to close this meeting until this afternoon and you will then report to your Committee Rooms as there will be no meeting here. Colonel Bryan has an announcement he would like to make.

COL. BRYAN

AAF

All conferees representing the Army Air Forces will please report

to Room 4E-125, The Pentagon, not later than 3:30 p.m. today. The Office of the Air Quartermaster desires that all of us be present for this meeting.

MR. JAMES J. KLAER

Colonel Harding, conferees, and those gentlemen who I've had the opportunity of becoming more intimately acquainted during my visits to your installations, when they were making plans for this food conference; it was decided to have the butcher boy say a few words.

Well that takes me back to my early training. Early in life when I started out on my career as a meat cutter they endeavored to teach me how to slice the bologna thin; so today I am going to try and carry on and keep the bologna thin rather than thick.

Probably my first knowledge of any problems in regard to food occurred about twenty five years ago. I was small boy at the time and during the long winter evenings my mother was a great story teller, and of course her favorite theme was the exploits of my grandfather during the Civil War. Well I had heard so many of those stories that I immediately thought that Grandpaw must have been quite a fellow, so I took it upon myself to write to the War Department, and find out about his record.

Well the papers came back and I started reading them over. I found that he had been one of the first volunteers to go into the service and then lo and behold I notice "deserted such and such a date, came back such and such a date". All in all he had deserted five times. Well after having heard all of his stories from my mother I was beginning to wonder about some things, so I questioned her on the subject.

Well, she said, "Son, in those days they deserted for one reason; they did not have enough to eat. After they had been able to get enough to eat, they returned to the Army".

And another incident to further bear out what she was talking about The troops were on the march, and hadn't had a good meal in about four or five days. Grandfather, while marching along had seen some nice hogs over in a farmer's field. So that night, while he was supposed to be on guard duty, he left his post, stole the Colonel's horse, killed a hog and brought it back to camp. Everyone had a nice meal that night, and the next morning he was called before the Colonel. The Colonel said, "Riseling, from now on you are number one man in this outfit, we had meat last night."

Today, particularly during the last war, our problems in regard to meat have been considerably less. We had a wonderful system of procurement, and through the great advances made by the meat packing industry, our problems in regard to getting these supplies has been considerably lessened since the days of the Civil War. The industry did a very fine job, but during this war we rapidly approached one more problem, and that was the meat cutting.

At this time I would like to call attention to some figures. For this fiscal year the house passed an appropriation calling for 376,555,000 dollars for subsistence which is more than 50% of the money that was set aside for the Quartermaster. Now going further than that, the last time I checked with Mrs. Parks, the figure on meat represented about 48% of the subsistence figure. That is a great deal of money to be spent on one class of items.

Now I am sure you are all acquainted with the problems we had in the past that are involved in meat cutting and fat rendering at mess level. It has been proven that these problems can be solved by a centralized facility which we have come to know as a "central meat cutting plant." At the present time we have approximately sixty of these meat cutting plants in operation. Unfortunately all of them have not been set up in accordance with the standard plan which provides for the greatest efficiency in operation. Eventually we expect to aid the correction of these deficiencies by visits to the field.

We appreciate the intentions of those in the past, who on their own initiative, set up some of these plants, but we also want you to know that we are available upon request to assist your commands to make necessary corrections, establishing plants, or rendering supervisory service in the solution of problems existing in present operations.

In the past, some commands have set up fat rendering plants. While we have information on hand which is available to the field for central fat rendering plants as a separate operation, it is more desirable to combine this operation with the central meat cutting plant.

We realize that in the past very little in the way of policies or procedures has been available to the field to assist them in the operation of their central meat cutting plant or the establishment of one. This has resulted in many interpretations in regard to proper procedures and policies in regard to operation. So at this time I wish to take this opportunity to summarize what is being made available to correct this condition.

In conjunction with the Training Division, and I would like at this time to publicly make reference to a young lady who is here with us, Miss Bock from Training, a manual for central meat cutting operations, which is known as TM 10-409, was prepared, and the last report on this manual indicates that it is at the printers; we hope to have it available for the field very shortly. In TM 10-409, we have gone a little farther than we had in other meat cutting manuals.

As you all know, the only two manuals that we have available at the present time, are the one on lamb and the one on beef. In TM 10-409 we have included beef, lamb, pork, veal, and equipment and I am sure that those of you who are acquainted with our present manual on the cutting

of beef and the boning of beef, have found that in too many instances we have shown a beautiful photograph and say "this is what you do next." Or it has amounted to about that much. In the writing of TM-409, we made an earnest endeavor to explain how you actually go about making a particular cut, and to further aid this, a new set of pictures for that manual was made. We dwell quite extensively on the beef, the point being, we felt, that if the meat cutters had mastered the bone structure of beef, then their problems in regard to lamb and veal would not be too great. By the same token there is more beef to cut than there is of the other items. Also in that manual we have a section on fat rendering, administration of a central meat cutting plant, and a section of the accounting system.

In connection with the accounting system, this morning I passed around two forms, sample forms, which all of you should have. Any of those who might not have one will find them close at hand. You will notice we have a daily control sheet. That is the one with the small lines. In the old system the meat went out to the mess hall, and outside of what we actually saw happen to that meat, we had no accurate picture of what our meat cutting operations were like; and it was impossible to get an accurate picture due to the fact that meat cutting was being done in all the mess halls. It is impossible under a system like that to establish any kind of control. When you get TM 10-409 and have read the explanations in regard to this accounting system, you will find that you have a daily record in determining what is actually going on in that plant. The daily control sheet also serves as stock record, because in this form you show what has been produced and by the same token you have to show what has happened to it by suitable vouchers. The only thing that we are not able to account for is the actual processing loss which is a small figure. Then at the end of the month the information that we have posted to this daily control sheet is then entered on the monthly report of the central meat cutting plant. Major LaForge told me this morning that there is going to be a meeting this afternoon by a report committee. For those of you gentlemen who have questions in regard to these forms please refer them to that committee. I only wish I had more time this morning to go into these forms more thoroughly. We distributed some of these forms to the different commands in advance of the manual to give the field the opportunity to become accustomed to using these forms.

One of the big problems in central meat cutting plant operations -- in order for us to achieve some of the things that we wanted to accomplish in this type of operation, was the problem of issues. It was necessary for us to make provision for issue on a different basis than in the past to messes. So together with the Chief of Finance a new basis of issue was worked out, and there will be a change made to Army Regulation 35-6660. This regulation will authorize issues to the central meat cutting plant in advance. It will also authorize the sales officer to drop the accountability upon issue to the plant. However, the

responsible officer in charge of that plant will be responsible to account for the meat cutting operation in the manner set forth in TM 10-409. The main concern of the sales officer will be, that at the end of the month, there hasn't been a total issue in excess of the amounts as authorized by consolidated ration requests. The regulation will go into explanation as to what adjustment will be made at the end of the month where necessary.

The other day at this conference, I heard some remarks about equipment and how you would be able to get it. Well gentlemen my experience has been, particularly at those installations where I have visited central meat cutting plants in operation, that I have found that they have been mostly short on equipment and I would ask them "Have you seen the allowance as set forth in TA-20"? "No we have never seen a TA-20". "Why haven't you got this?" "We didn't know we were entitled to it." We put out TA-20's, we also put out TA-10-100, which covers the allowance for expendable supplies. In both of these TA's you will find reference to central meat cutting plants. I visited a hospital not long ago, it was an informal visit, I wasn't there officially. They asked me to drop in and if I could give them any suggestions to do so. Well I found that at that particular hospital they had one of these little stones which we have seen in the messes for years and as usual it was broken. Now how can a man do a job of meat cutting when he doesn't even have the equipment to keep his knife sharp. A new type of stone for central meat cutting plant operation, has been included in TA-20 some of the plants have them, some of them don't, so I would add, when you get back to the field, call attention to the fact that we have a new TA-20 which came out May of this year in which are all the Quartermaster items that a central meat cutting plant is entitled to have.

Take our pans for delivering meat. Even though by regulation, you are not supposed to pack meat in corrugated, galvanized GI cans, yet we still find instances of that going on. What we are using for a meat delivery pan is the baking and roasting pan from the M-1937 field range. We have even gone further with the use of than pan. We have a special type parchment paper cut in the sizes of that pan so layers of steak can be kept separate and can be packed neatly and compactly in the pan. Yet when we do visit the field, they probably won't be on hand.

There was a visitor to our office yesterday and he made mention of the fact that he had been to an installation I had previously visited and where I had made recommendation that they requisition these pans; he said they had been unable to get them because they weren't available. Well I figured something was wrong someplace so I called General Supply and found that there were 34,000 of these pans on hand. So it may not always be the trouble of the local people, it might be something somewhere along the line where someone in some office has rejected their request for equipment.

I would like also to call attention to another new item that we have brought out for meat cutting operations. About a year ago Colonel Kirchner decided we ought to have something a little bit different in the way of a meat chart, and he made some very excellent suggestions. We went to work and we have produced a new type of meat chart. Recently I visited the National Livestock and Meat Board in Chicago, and as I was leaving the office, after having a talk with Mr. Cullen, the president of the Board called me over. They had seen our new meat chart. He called attention to the fact that the Army had come out with something with a great deal of punch to it, a great deal of improvement over old or former charts, and he also called attention to the fact that commercially there wasn't anything like it in existence. Well naturally we feel pretty good that we are a little bit ahead of commercial people in regard to meat charts. They are obtainable, I can't give the information as to just what channels you go through to get them, but I am sure Joe Smith or Miss Bock can give you this information. I was on the Pacific Coast not so long ago and visited a Sales Commissary where they had some of these new charts. I questioned the civilian in charge as to what the reaction had been, and how they liked them. He said, "we are quite pleased with them, they are better than any thing we have had before. As a matter of fact everyone coming in is quite anxious to know where they can be obtained."

I have heard a few questions at the beginning of this conference in regard to the supply of meat. The question is, are we going to have chilled beef or whether we are going to have beef, carcass? Well in the past couple of years we've had a number of problems in regard to procurement. At the present time I think that you will find that mostly boneless beef going to posts, camps and stations. This is due to the fact that Market Center, Field Headquarters, has bought in advance in anticipation of higher prices, with which we are confronted with today. It was necessary to store the beef, and from the storage standpoint boneless beef takes up considerably less space, and is much easier to handle in and out of freezer space than the carcass type. We've had so many supply problems, price fluctuations and so forth, that we haven't been able in the last couple of years to definitely set our sites on what we will be having as a continuous item of supply. Some people favor carcass beef, some people favor the three-way boneless beef. Personally, I prefer fresh chilled carcass because there are many things that we can do with fresh chilled carcass to make a higher type of food service than we can do with the boneless frozen type.

In closing we want you to know that we are open to any suggestions you may have from time to time that would improve policies and procedures. I want you to know it has been a pleasure to meet here with you, and that I will be looking forward to seeing you all again prior to visits within your commands. Thank you.

CAPT. AVERY

Strategic Air Command

I understand there were some questions that you want to ask Mr. Klaer in regards to meat cutting. Would it be possible for each food service supervisor, the Air Forces (that's what I am interested in) to obtain copies of the different sets of layouts for your meat cutting plants?

MR. KLAER

OQMG

Those layouts will be included in the new TM 10-409. Copies will be available for distribution very shortly Captain. Or you can also write to the Chief of the Engineer's office and they have layout plans. Now there are a few minor changes from the original layout plan for central meat cutting plants. We no longer use the large cooler with the quadruple agitator, that has been deleted. We no longer use the lard press. We found there was too much labor involved in both of those pieces of equipment to make it efficient and practical to the operation. But now for the mixing part of our fats for making blends we are providing the vertical type of mixer, and the cooling of the fat is being done at room temperature for at least 24 hours, then in order to further solidify the fat, prior to mixing, it is placed in the refrigerator.

MAJ. ANDERSON

4th Army

For the record I would like confirmation on the current trends and policies in regards to central plant operations. Is it still the current trend for the establishment of central plant (I don't only mean meat cutting but fat rendering) wherever possible?

MR. KLAER

OQMG

Yes the current trend is to establish central meat cutting plants. I made reference to fat rendering plants to call attention to the fact that in some instances a central fat rendering plant has been set up as a separate operation. Now the greatest expense involved where we set up a central meat cutting plant, a standard central meat cutting plant, will include a fat rendering facility; now the greatest expense there is to set up that fat rendering facility because of the size of that operation we are presented with the high pressure steam in order to properly render our fat. So if you are going to set up a good fat rendering plant it will involve very little additional cost to set up a central meat cutting plant, particularly where we have the space. At the present time there are no new appropriations for new construction of that type, however, in the post war plan (and I am working with the Chief of Engineers from time to time on these postwar plans) a cold storage warehouse will also include as part of that building a central meat cutting and fat rendering plant. However, as I said before, there are no appropriations as yet for that type of facility. Probably the plan of the staff is to go on with some of our temporary structures as long as we possibly can. However, some in particular, in some sections of the country, particularly down in Florida where we have terrific humidity conditions, heat and so forth, our temporary structures are

getting to the point now where they need extensive repairs or the building of a new facility. In cases like that we probably could go ahead.

MAJ. CORDELL

Air Training Command

I would like to say (I would like to get on the record by the way, Major Cordell, Air Training Command) At our station, they rendered out for instance, during the month of March, they rendered out 16,000 lbs. of rendered fat. They washed, they re-washed 6,000 lbs. of washed fats. They drew not a pound of issue lard of any sort. However, on the re-washing process, which has a dual purpose for not only salvage or to get the biggest maximum use out of the fats in the mess hall by cleaning them, processing them, but you are also able to determine the manner in which the fry-o-lator is being used in the various mess halls just through the condition of this fat that is turned into your plant for re-processing. As far as training command is concerned why we thank the Fourth Army for their suggestion on the use of these fats for they have been operating that system for Uncle Sam. We took over their suggested system, have been using it and it has proven to be very valuable indeed. I therefore suggest that it be considered for inclusion in this patent.

MR. KLAER

OQMG

As a study, have you considered the amount of labor involved in the rewashing of these fats and the transportation costs and pick-up from the messes and all the personnel and overhead that is involved?

MAJ. CORDELL

Air Training Command

Yes sir, we do that right along with the rendering and the issue of rendered lard. So the delivery service that issues the rendered lard to the messes also have as a picking up the redelivering of the fats for washing.

MR. KLAER

OQMG

I want to make the recommendation from our office that this receive further study. Now I know that in some cases, in some of the fat rendering operations, there has been a considerable amount of labor involved. In some instances they have had too much personnel devoted to the operation and after all, while we are trying to effect a savings, we can only go so far. Now as you say in your particular operation you have found it very practical and it has paid off. We do not have it in the manual and it is too late to put it in the manual at the present time but I can assure you that we will give that particular point further study.

MAJ. CORDELL

Air Training Command

As far as our statement was concerned, most of them are very large and the messes are very large and it proves to be a practical thing for us.

MAJ. ANDERSON

4th Army

If you have had established a central fat plant but there is no central meat plant established, is it advisable to discontinue the operation of the central fat plant?

MR. KLAER

OQMG

No, I couldn't say it is advisable to discontinue the operation of the central fat rendering plant providing it is being handled efficiently. By that I mean you compare the help involved and with what you are getting out of it and that can be an efficient operation. Rather I would say in a case like that the attempt that should be made where there is not a central meat cutting plant, an attempt should be made to establish a central meat cutting plant taking the equipment that you have for that fat rendering facility and establish it as part of your central meat cutting plant. However, you may get into a particular installation and that may not be practical because of space and so forth involved and that is where we come in. We are only too happy to come out and make a survey of the problems that you might have and it is part of our job to make the recommendations to you people depending upon what we find at your particular installation or installations. And we find that the condition varies from place to place. It is quite difficult to come out and make a clear-cut statement on so many of these things unless you actually get down to station level and see what is involved. I found that in the establishment of a central meat cutting plant, that it was impossible for me, even though a station might send in a layout of their facilities, it was impossible for me to write up or draft up an accurate layout plan using all of those facilities because there are so many things involved. I can remember one place where there was the question of road network and had I made a plan with what I had before me well then the road network around those facilities was the efficiency of that which was cut down. And then sometimes we find that even though a good many of our buildings are supposed to be constructed to a standard plan there are slight deviations.

COL. HARDING

The Major right here has a question.

MAJ. CORDELL

Air Training Command

Have you made any mention of the new manual on the "Process of Re-washing or "Reprocessing of Used Fats"?

MR. KLAER

OQMG

No, we have not gone into that. We are not contemplating the re-washing of used fats.

MAJ. CORDELL

Air Training Command

We haven't directed or established that as a policy in our headquarters, in our command, but as for other commands are concerned, if they have a large station they no doubt would be able to use the same idea. If they have small squadron or company messes it may not prove to be a practical thing. I would like to add one other thing of mine to Mr. Appell's talk. I made a recommendation the other day for a separate course for sales officers with some emphasis on orienting the sales officer with his connection with the food service program and I would like to add to that that Mr. Appell's recommendation for training this officer in commercial refrigeration practices be included in that course.

COL. HARDING

Very good Major.

COL. FALLS

OQMG

I would like to mention at this time perhaps all of you haven't heard of it but there is a new, practical bulletin, TD QM 51-1. It is about 30 or 60 days old, which describes the process of, new process, of fat rendering. So if you don't have it you might make a note of it and I think that will clarify it.

COL. HARDING

TB QM 51-1. Major.

MAJ. ANDERSON

4th Army

In fat rendering, if you consider that which is commercial practice is normally considered overhead such as the rental of buildings, incidental transportation, utilities, cost of labor, I doubt whether the army will ever get a fat plant which will be economically practical to render fat. Most army projects do not consider the cost of military labor, as a permanent cost of the product. Now, again, it is to be considered that all items normally considered overhead are to be figured into the cost of the finished product, to determine if it is economically practical to render fat in a central fat plant.

MR. KLAER

OQMG

That is getting back, Major, to a point that I tried to bring out. It will be a more economical operation if it is set up as part of the central meat cutting plant. Now, as to what we can get out of it in the way of value, and so forth. I had an experience one time where we set up an operation to take care of 3500 troops. Believe it or not, gentlemen, we were turning out 6,000 pounds of rendered fat each month. Now, the current price of lard is around 18 or 19 cents a pound. Six thousand pounds a month, at 19 cents a pound, is quite a savings.

Now, the amount of personnel to handle that, there was one man who was turning out this 6,000 pounds of fat per month, but it was part of the central meat cutting plant operation. You didn't have this transportation involved of going around to all of your messes throughout the camp and picking up the fat. That is why I am urging that central fat rendering facilities be part of the central meat cutting plant. Further to increase efficiency and cut down the labor involved. Does that answer your question, Major?

MAJ. ANDERSON

4th Army

No, sir, not quite. I am in full accord with the installation of a central meat cutting plant in conjunction with the central fat plant. I can see where it would be more economically practical to be so organized. However, in our particular area, initially we install central fat plants at all our installations, then we have attempted to secure authority to construct with the central fat plant a central meat cutting plant and in some cases have been turned down. So right now we are holding the bag with central fat plants, no central meat cutting plant.

MR. KLAER

OQMG

You requested authority on central meat cutting plants at the Fourth Army, you say?

MAJ. ANDERSON

4th Army

Yes, Sir.

MR. KLAER

OQMG

Up to date, I have not received any communications from Fourth Army with regard to the establishment of a central meat cutting plant, and I can assure you that if it left Army Headquarters it would have been received by our office, and as of this date, we have not received anything. So I am inclined to think, Major, that it has been stopped at Army level. I have other Armies here represented at this meeting. I know the Sixth Army did a very outstanding job and gave us all the cooperation it possibly could, and in some instances we had the funds approved and the papers were going thru to Chief's office before I had had an opportunity to write up a report, but they did contact us and word came thru from the Sixth Army requesting our services and we went out and tried to do everything we possibly could for them. But I have thought of it for sometime but I have as yet to see anything come thru from the Fourth Army, so I am inclined to think it is a matter at Army Headquarters, somewhere along the line, Major. We will be only too glad, if that request reaches us, for our office to come out and make a survey of your station involved and make our recommendations. I will also assure you that we will do everything we possibly can thru the Chief of Engineers with

what little liaison we have with them towards getting approval of any project you might set up. Unfortunately, The Quartermaster does not control funds but will do everything we possibly can to substantiate the project. Any more questions?

COL. KEENEY

Panama Canal

I like centralized operations because my job is easier. The men who would be working in the centralized operations should, of course, become quite expert, because the best way of learning is by doing. Of the 20 odd men it might take to run a plant for 17,000, shall we say, would become pretty good. If the 17,000 are ordered into the field, the 20 men, of course, would go along. Twenty messes would have their meat cut pretty well. About 65 would have it pretty well butchered up. I am wondering whether we aren't expanding this centralized operation, and this goes in the case of the shops also, we are perhaps overlooking our prime objective and keeping our units independent, or rather as independent as possible, when they get into the field. Now, I will admit, that unit bakers and unit meat cutters would probably not be as efficient and the meat products would not be uniformly as good that they put out, but you would have somebody who is familiar with what he has to do. I would recommend a re-examination of the doctrine which leads to the establishment of these plants with a view perhaps of limiting them to POEs and RTCs, but letting, especially the combat or the line units, do their own meat cutting and pastry baking. I know I have not gotten very unpopular with this recommendation.

MR. KLAER

OQMG

I am very glad that you brought that point up, Colonel. About a year ago - I want to answer the Colonel's question over there - his recommendation - I was at Fort Benning, which I always considered one of the best of the Infantry. So they were contemplating this central meat cutting facility. In the S-r, one of the ground organizations, sent for me, and, of course, the familiar subject was brought up, the training of troops for eventual entry into the field, eventual combat and winning a battle, and he felt the same way as you did about it. So, I asked this Colonel I said, "Colonel, how many men do you have in your messes today that do a good job of meat cutting?" He says, that's just the point Mr. Klaer, we do not have anybody in our messes today who knows how to cut a piece of meat. "Well, I said, don't you think, Colonel, you are overlooking an excellent opportunity?" He said, "What do you mean by that." I said, "Colonel, this central meat cutting plant operation can be set up. All the Quartermaster, or whoever is responsible for operating that plant needs, is a nucleus of skilled personnel. Here is your opportunity to rotate your men thru a centralized facility where they will see more meat cut up and have the opportunity of cutting more meat in one week's time than we would have in six months' time in the messes, and I can assure you, Colonel, that when they do go

back to their messes they will know more about meat cutting and will do a good job for you after they enter the field." And the Colonel was very well pleased and the central meat cutting plant was set up at Fort Benning. While I have not had the opportunity of re-visiting Fort Benning, reports which have been coming in lead me to believe they are well pleased with the operation. Now with a central meat cutting plant there is no reason in the world, particularly in those posts where you have central pastry and central meat cutting plants, I see no reason at all why he should not rotate the men thru those facilities in order that they will be better men along those skills when they again get back into a situation where the unit can no longer be served by that facility.

MAJ. MIRONOFF

2nd Army

I am 100 percent in accord with the idea expressed by Colonel Keeney for many reasons, and one of them is that with this centralized meat cutting plant that we have here and there in the Second Army - don't have very many of them - but it so happened that we haven't had a central meat cutting plant at Fort Meade where we have the Food Service School, also at Fort Knox I understand there is a more or less improvised meat cutting plant there now. For several months we didn't have one there. Well, I spent about a week or so with each one of these schools and observed their instruction. It developed that the only instruction students received in those schools were the theoretical instruction in meat cutting to the extent where students, upon graduation from the school, could name the cuts from the chart but they admitted that they could not identify the cut if they saw a quarter of beef in front of them. While this has been corrected since, however, I do know this, that with the centralized meat cutting doing all the meat cutting at the various installations of ours that our cooks who are after all, one time or another, find it quite necessary to have the sufficient knowledge and experience in cutting carcass beef, also lamb and veal. With the limited instruction that they get in the school at the present time and with the centralized meat cutting plant doing all the work, well, five or six years later they may find themselves in the position where they will have to do this work and will find that they are unable to do it properly. Now, so far as rotating this personnel, Mr. Klaer, that you were speaking about, you would have to argue with each company commander to persuade him to send one of his cooks to the centralized meat cutting plant and I am satisfied, from all the argument, that I had with various organization commanders, that cannot be done in 90 percent of the cases. It is true that you will have fine experts in meat cutting plants, but so far as the company cook is concerned, that's the man I am primarily interested in. Now, I want that cook just as he always was in the Army when we were able to train our cooks properly before the war in these various schools, I want that man a pastry man because he has to do pastry; I want that man to be a butcher, and he was a pretty good butcher when he graduated from the Bakers' and Cooks' School before the war. And in addition to that, I want him to be a

cook in general, and I am not arguing against a centralized meat cutting plant. They undoubtedly accomplished their mission during the war at the very large installations and where most of the cooks could not handle the meat cutting just as they were unable to handle other things properly, but now we have sufficient time for training this personnel and I believe if we train them properly in these various food service schools in meat cutting and pastry and cooking in general that we will hardly need these centralized meat cutting plants.

MR. KLAER

OQMG

In line with that, Gentlemen, I see how all your feelings are, but, however, I think that you will all agree and that's on this meat cutting. But another thing, during this past war there was a greater tendency towards specialization and that is true of industry today towards specialization. Twenty years ago when I first started out in the meat game, we sold a number of restaurants, hotels, and so forth, we had chefs in those days, to cut meat, but we don't have them any more. The situation has changed entirely. Some of the larger restaurant chains have found it more profitable and a more successful operation to set up meat cutting facilities and serve the restaurant. The Harvey Restaurant in Chicago has a big wholesale market where all the meat cutting is done in this particular spot, for their restaurant. Try and expect these cooks to be an excellent pastry man, and an excellent cook, excellent meat cutter. I have been cutting meat for 20 years and I am still learning, and I think that there is a tendency among some of us to get back to the old idea where we expect the man to be an expert in everything. I say that is true of the ones in charge, the supervisors, the mess sergeant. The mess sergeant should be qualified all along the way, and I think that on this career program, the mess stewards will have to be qualified in all those specialities and if he is qualified in all those specialities I see no reason that he will not be of some assistance where you get into a spot where you no longer have centralized facilities and they can help the men.

COL. KEENEY

Panama Canal

I would like to amend my recommendation that we continue this centralized operation, I recommend that the War Department study the possibilities of establishing a TOE organization for centralized meat operations and pastry operating such as is done for bread baking. If we are going to be specialists, we ought to have the organization to attach the unit if they can't take care of themselves in the field.

MAJ. ANDERSON

4th Army

I heartily agree with the representative from the Panama Canal Department and again with the representative of the Second Army it's difficult, if not impossible, to go down into these units and ask for a man to be placed on special duty in any of the central plant operations.

True, you can tell them that he will have a trained man and in 99 cases out of 100 he doesn't have a man to give. The units, Ground Forces at least, are away below their authorized post war strength and they are continually being also training missions, and they just don't have the manpower to furnish. It should be a TOE organization.

MAJ. BALDWIN
12th Air Force

Who is charged with the operation of central meat cutting plant at a station?

MR. KLAER
OQMG

The change to AR 35-6660, post commander is appointed the responsible officer in charge of that central meat cutting plant.

MAJ. BALDWIN
12th Air Force

Suppose they say this man is going to be in charge, that man is going to be in charge. You have to take into consideration, gentlemen, that assignments to posts, so forth and so on, we have left that up to the post commander to appoint the responsible officer to take charge of that plant.

COMMENTS

This manual here, you don't elaborate on it very much. Is there going to be a food service man in charge of that activity if there is one on a station?

MR. KLAER
OQMG

It is up to the post commander. I hardly think it would be the sales officer. The sales officer is going to issue it to the plant and then drop accountability. But there again you are going to get into command function. After all, it is going to be the post commander's job to determine who that man will be. However, the food service supervisor, it will be his responsibility to get into this facility from a supervisor's standpoint see what is going on.

FROM THE FLOOR

Mr. Klaer, may I ask a question? It is definitely not intended that the food service supervisor be an operator of a centralized plant. Mr. Klaer, because of his speciality has not been familiar with all the points that went on before the issuance of Circular 50, but his sole operation being supervisor, he can not very well operate the plant if he is his own supervisor.

FROM THE FLOOR

During the war, the supervisors, for many reasons, were prevented, they did not have the time, to inspect their messes because they were tied up with a separate operation. In the statement of what a supervisor's duties are, how he should operate as a supervisor of a food service activity, which doesn't make him an operator. There has been a lot of discussion on that point and I just wanted to make it clear. I notice that Colonel Harding is a little bit nervous; we are getting near twelve o'clock and I believe he wants to start discussion. I want to mention one thing which Mr. Klaer, I don't know whether he covered it in his talk before because I was not here for the entire talk. One of the great advantages we see in a central meat cutting plant is the fact that you can rotate your cuts thru your messes much better than you can handle a quarter or two of beef in a small mess. In other words, and as this new accounting system manual suggests and recommends you will run your meat on a 3-day cycle in your meat cutting plant, you can then ask for your roast for everybody and steaks for everybody and it makes a much better proposition than what you can have in a mess, and that is one reason we are very much in favor of it.

MAJ. DEAN

3rd Army

Speaking from the standpoint of the schools, the teaching of student cooks and mess sergeants in the art of cutting meat, the advent of the central meat cutting plant at Fort Benning practically eliminated the possibility of doing that. In fact, it has boiled down to just a demonstration of the theory of it. Student cook and student mess sergeant doesn't get much schooling because of the central meat cutting plant.

MR. KLAER

OQMG

Has any attempt been made by your command to rotate some of those men thru the plants and let them spend a week's time or two weeks' time in the plant?

MAJ. DEAN

3rd Army

That is done, but one group might get all beef cutting, another group might get all lamb cutting, just depending on what the people at the central meat plant happen to have the days they are in there.

UNIDENTIFIED SPEAKER

Isn't that a matter of post administration rather than policy on central plants? What will work at one plant, due to mis-administration or some other condition will not work in another plant, but obviously policies can not be written at War Department level without taking into

consideration that the thing be administered according to policies. If I may stop this discussion, it's 12 o'clock and we can probably put some time in later in the program. I am glad to see that there is so much interest in this topic.

COL. HARDING

Committees only this afternoon.

MR. BENEDICT

OQMG

I think most of you feel that there may be certain items of equipment that you use are totally inadequate for your use. You may feel that certain pieces of equipment could be improved. It is the job of the Research and Development Branch, to get you the equipment which you need to carry out your program. In order to carry out our mission of obtaining the equipment for you, we have at our command equipment design specialists of all types, we have our nutritional laboratories and Food and Container Institute. We have established a relationship with the National Research Council and thru them we can get all of the experts opinion on our problems that are necessary for their solution. In order to use these facilities to the best advantage and to obtain the best possible equipment, they must know your problems. That is probably one of the most important things in a development program is to know the problem. If we know the problem and transmit it to our experts then they can apply every bit of their knowledge to the solution of that problem and come up with the best possible piece of equipment. The solution which is given you to your problem will not be very much better than the statement of the problem. I would like to go into the statement of the problem for just a minute. It happens in Research and Development that people like to tell us solutions. I don't know just exactly why they do, but for a concrete example. A request is made to us that the troops would like to have a cigarette lighter. It must be 2" long; it must be 3/8" thick; it must be an 1 1/4" wide; and it must have a flame shield; it must have a sparking wheel; certain characteristics so that it will light. Now we can turn that request over to our development people. Now they don't know what it's for; they have just been told that they want this piece of equipment; they are told it must be made out of stainless steel. Now, we have definitely handicapped those people. All they can do is reproduce a reasonable facsimile of this gadget. Looking behind that for a moment, I think you all have recognized that there is possibly a problem there. A soldier in the field has needs for means of kindling a fire. There is a number of things he has to do with the fire. Probably the foremost in his mind is lighting the particular tobacco product he uses, whether it be cigar, cigarette or pipe. He wants to light his gasoline lantern, or one-burner stove or his field range or his wood fire, if he needs one. But we don't know what he is going to use it for because the people have only told us they want a lighter, of such and such a design. Now, if they had come to us and given us the basic problem; we have to kindle a fire in the field in

such a form that he can light a gasoline lantern. Incidentally, I don't know whether anyone has tried to light a gasoline lantern with one of these but it is somewhat of a difficult job, also, the one-burner stove, and I don't think I would want to try to light a field range with it. Possibly, a solution might be an improved match. I am not going to say what is the proper solution. But if we have the problem, we can then turn loose all of our experts, design specialists, and whatever else we have at our command to developing the best possible thing to do the job. Now, if we can avoid the tendency of telling the people who have to go out and work with science and industry the solution to the problem and tie up their hands so they can't do the best possible job, we won't get the equipment that we want. We may get equipment that fits in one particular spot very well and is of no use whatsoever in another spot. In going over briefly your food service and organization, I feel that for one time in the Army we have an organization which is so constituted that it will be possible to obtain accurate, reliable information as to the problem in a very expeditious manner. As I understand the program, we will have the food service supervisors all over the world who will be in fairly close contact with the central office. Thru these people we have an excellent opportunity to obtain an over-all picture of the problems that are existing in the field. By sending out to these food service supervisors and other people who may be connected with the food service program questionnaires, we can obtain from them information. I don't know whether you are familiar with the public opinion polling techniques or not. It is not necessary to get a large number of answers to get adequate information, provided the questions you send out are carefully thought thru and are set up to get you the information that you want. We in Research and Development try to follow that system in our contacts with the field. We have our observation people in the field - not as many as we would like to have but we have them there nevertheless. One of them will write in and inform us that a certain amount of trouble in a certain direction is being had in his particular area. Well, our first question is, is this local or is it general. So, we prepare a questionnaire which is transmitted to all observers, quering them as to whether the problem exists in their location or not, and if it does, we ask for pertinent information on it. We get that information back and are able to analyze it and we probably see that a problem exists. We don't know the exact nature of it, but we know that a problem exists. Then we go out with another questionnaire and usually that time we get a good picture of the problem and we can write up a project and turn our development people loose on it. And one day they come up and say they have a solution to be tested out and if it works we have a new piece of equipment ready to use to solve the problem that has come up in the field. I feel that if the food service program can turn over to the Research and Development people a good clear-cut statement of the problem, that the Research and Development people will be able to give the food service program the equipment that will enable it to do the best possible job.

COL. HARDING

Dr. Benedict discussed the developments for the future; Mr. Hasle will talk to you now before we will be ready to answer any questions on the availability of present equipment, where it is located and how we can get it into service, which is a problem which interests all of us. Mr. Hasle.

MR. HASLE

OQNG

Half your troubles, I think, from all I have been able to hear all week, is equipment - how you are going to get it; when you are going to get it. We have an awful lot of equipment kicking around here in these warehouses. Another thing is to get the money to put this equipment in after you get it. Right now the Engineers are working up a budget with the Budget Bureau and last night about 7 o'clock I found out they didn't include the item for reimplementation of messes, so we spent much time over the weekend to include enough money, at least make an estimate of the amount of money necessary to re-implement all these messes. based on a model mess which we are trying to establish at Fort Dix to arrive at a base figure. We used that as a base figure for the redesign of cafeteria type messes. That will be allocated to each Army Area - at least we hope it will be if we ever get the money. So far as transfer of excess equipment is concerned, it is still handled under regulation - all the excess has to be cleared thru QM before it is approved for a mess at another post.

COL. HARDING

Will you please stand on the other side so the microphone will pick you up.

MR. HASLE

OQNG

That particular regulation was a headache to everybody that had to find the equipment. Colonel Macatee ran up against it four or five times. We will try to get that changed. Right out at Camp Haan, across the street from March Field, they were prepared to sell a lot of surplus equipment that could have been used at March Field. It was going out on the truck everyday. But that had been declared excess to War Assets and couldn't be picked up. A lot of excess declarations are circularized thru the Army Areas and by the time they are circularized and finally declared for a pick-up by a using agency, a lot of those agencies have been disappointed because by the time they get around to requesting that particular item of equipment they find it had been declared excess to War Assets and it was too late to pick it up. Now, when it is being circularized, you say, "Well, it's too late for that" and you just forget it. I think that is one of the basic reasons why a lot of this stuff is going by the board and is not being picked up because they don't follow thru

fast enough on it and they figure it is just another waste of time to try to get it. Probably the best thing is a midnight requisition. On the requisitions as they come into the office, the reason a lot of them bounce back is because they are incomplete so far as the available utilities are concerned. They want a dishwasher; they don't give you the plan of operation; they don't give you the type of fuel available; they don't give you the number of men to be taken care of; they don't even provide a plan to show you how it will function. If that plan were forwarded, it probably could be modified to save personnel. In that one room if you don't plan it properly you are going to lose a lot of personnel. The same way in the kitchen itself. If you get a piece of equipment for replacement and drop it wherever the load becomes heavy, then something comes along about the connection of wire or pipes, or it may not be in the right spot, but that's where it was dropped and it will stay there until someone comes along who has enough gumption to move it. When you have equipment for replacement, it is not necessary that it go right back where it was before. The main thing is to get the thing revamped to give you a better cycle of operation and save you personnel and cut down your cleaning time. They create a messy condition in the center of the kitchen, one in the back end and one in front end and you have the whole place messed up. If you were working on a good continuity of operation you would have one mess a year and that's all. There have been so many of them that have been messed up all around because of lack of planning. You might have to add to the building but that can go thru as a project. It can't be approved at post level because they only have authorization for \$1,000 and the Commanding General of the Army only has up to \$20,000 then it goes to the Chief's Office. All those additional items of construction, even though they might cost more, they ought to be forwarded thru. Lots of times you will find a post engineer will stymie anything like that and not let it get to first base, because he feels it is going to cost money and some of them think the main job is to see how little they can operate on. It only handicaps the acceptance. If they have any unexpended money there, it goes back to the Army and the next appropriation is cut as it is felt that they don't need all that money because they were over-allocated the year before. We had one post out in the Middle West that was saving a bit of money and a certain party got a Legion of Merit for saving a lot of money but he sure left a headache for his successor. He had to operate on a shoestring. On officers clubs and messes such as a post restaurant or other unappropriated fund activities, sometimes the Commanding Officer doesn't realize when he issues an order to fix up such a mess that he is using money that is supposed to be on a reimbursable account, doesn't go back to the post engineers, it goes back to the chief of the service. So that knocks his over-all budget right in the head and if he has any work that is supposed to be done for the benefit of the troops or any other facility on the post, he just doesn't have the money available. The easiest way, and possibly the way to cut down all the headaches, is to have all those things on a contract basis under the post engineer's supervision; otherwise it means that you are going to have just that much more cut out of the money available to do the work. On temporary buildings,

a couple of days ago we had a talk over at Engineers trying to get them to decide what they could do about such buildings. I came here about 14 years ago, and I wound up in a building that was torn down only two years before the war. That was a temporary hang-over. Over on the Mall, Temporary E Building is a building of the last war. So far as the Government is concerned, the life span is anything from a month to a hundred years, I guess. What they want to do now is to work on a new definition of a temporary building and they are going to liberalize the amount of equipment that will go into such a building. So when you submit a project, don't mention a temporary building. Say it is going to be used for a mess hall for an indefinite time and at least the life of the equipment. For the minute you stick that temporary clause in there, you are going to place a hook around it and you get no funds. The Quartermaster can only furnish the equipment and supply the funds for the installation of the equipment. On Class E equipment, a lot of requisitions come in and they want a certain amount of equipment and say it is beyond economical repair, but it hasn't been certified by the post engineer. It's the engineer's responsibility to declare those items beyond economical repair because he is the only one that has facilities to repair them anyway. What is considered economical repair of equipment is if it is not to exceed 30% of the original cost of the equipment. On the shutdown services of some of this equipment - at some of the posts there are mess halls where they shutdown and don't notify the post engineer. I went into one mess where the refrigerators had been off for a whole month. The water was gone; the range was full of acid; the heater was full of acid and it was generally messed up. If he had notified the post engineer that that mess would be inactive for a certain period of time, shut-down services could have been rendered. At least that keeps the equipment from going to pot while it is being left idle so the next fellow who comes in will have a break and have something to work with. There are any number of posts you visit throughout the country where that is the condition prevailing and it just means that that much more equipment is going to pot, and you have no excess supplies to take care of it. The items that are short of supply are gas-fired dishwashers, gas-fired ovens, oil-fired ranges, and there aren't any doughnut making machines. There are plenty of stainless steel inserts, 20 x 15 x 6. For some reason or other, requisitions go thru to depots and they come back "out of stock." I think some of them are just too lazy to go back and find out what is in the bin back there, because I have seen these items in depots piled as high as the board ceiling. There happens to be right not - I checked with the Supply Division - 8,00 in stock. It was only about three weeks ago I had a report from a particular post who requisitioned those inserts; they were told they were out of stock. Then there is Number 5 Range. Certain items are more available than others but these number 5 ranges, the reason they go to pot so fast is because nobody pays any attention as to how they fire them. They always fire thru the eyes and overload that oven liner and burns a hole thru the top and then you need two pans - one to keep the ashes out of the food. If it is fired properly, you will have a longer life in that piece of equipment. On potato peelers, you always say they operate them right, but if you watch them operate them they will fill the chopper full of potatoes and then turn

the motor on and that has the same effect on that potato peeler as it would have on your own car if you tried to start it out in high gear. It will burn out the motor and the first thing you know you are without that piece of equipment. Another thing, on the peel trap; they never put that peel trap strainer in the proper place. Up in Fort Dix, for instance, they had a peel trap hooked up to a grease trap. That is a double trap that you never would find in any kind of plumbing and the grease trap has baffles in it so the whole thing had overflowed and was running all over the floor. I asked the mess officer to take those baffles out and clean out the grease trap and asked him if the strainer had been in place. He said, "Sure." After the KP took out this grease trap, he found sections of potatoes about 2 1/2 inches in diameter and about 1/2 inch thick, whole carrots and everything else. Another thing we found was the peeling of onions in a machine like that. They had to dig up three blocks of a sewer line to clean the onions out of the line in order to get the service back in the building. All those things are just a matter of supervision and proper training in the operation of the items of equipment they are using. Another thing, wise them up to the fact that all these items of equipment cost quite a bit of money. A dishwasher costs as much as an automobile costs, around \$1500.00 for some of them, and some of them cost more. They run these machines and they never check on the temperatures; they don't pay too much attention to them. The wash water they run at 180 degrees and it fixes everything right on the plate. Then they wonder why all their dishes are rejected and they have to work that much longer. If anybody would wise them up to the fact that those temperatures must be controlled in order to get a satisfactory job they would work less time. In one hospital we visited they had the temperature of the wash water at about 190 degrees. The fellow that had been working in there, he worked right straight thru from one meal to the next. Just a continuous all-day job, that's all. We checked those temperatures for him, held them back in check, and he was finished about an hour or hour and a half ahead of his previous schedule. They get assigned to these jobs and nobody pays too much attention to the instructions on the operation of the machine. If they have any instructional plate, they don't pay any attention to reading that either. Sometimes I think the main objective is to see how many parts they can break on the machine. At March Field they actually cut the wires on a Square-D control box, figuring if they cut the machine off, they wouldn't have to wash the dishes. The post engineer checked all the services, the fuses and everything else, and he took that Square-D box and found somebody had cut the wires with a pair of pliers or a knife, so they all wound up in the kitchen working in the scullery sink and they worked there all day. They finally wised up to the fact that they had a piece of equipment that was for their benefit, not to put them to extra detail there. It is that sort of thing that happens if you don't have proper supervision over those items of equipment. If the mess officer and the mess sergeant don't pay enough attention to the people who are operating this equipment, in a short time they won't have anything to work with. With Army meat slicing machines, for instance, it's the common practice to take a steam hose or a hot water hose

as if washing an automobile. It's only by the Grace of God that they don't get electrocuted. In fact, we asked one mess sergeant and he said, "Sure, that's the right way to clean a meat slicer." If the mess sergeant doesn't know, it's a sure bet the personnel under him won't know. In fact, this particular mess sergeant was having a little talk with another, (he happened to be a master sergeant) and he had a talk with a tech. sergeant trying to find out what a kidney bean was. He had the menu before him and he was trying to describe a kidney bean to him. It took the cook out there in the kitchen to come back out and tell them what a kidney bean was. I don't know how he happened to get that job. He sure didn't know the items of food he was supposed to handle. If he doesn't know that, then he sure doesn't know much about the operation of the equipment. I watched one fellow serving stew and he took a dishpan, dished half of the stew in the stockpot, then he placed the dishpan right back on the curbing around the steam jacketed kettle to wait for another fellow to come along, to help him with it. Why they insist on taking off the safety valves and gauge valves and all those valve handles from steam jacket kettles, I don't know, but there are not many messes where you find all of the valve handles where they are supposed to be. And they will stand on all the piping and wonder why it leaks. In one place we went to they had the gas fired ovens going full blast and said they couldn't get the temperature up in the morning. And on top of that they had the coffee urn full of hot water - all the urns were full of water and the kettles were full of water. They said in case the boiler goes out they wouldn't have any water. Probably once a year they might have that condition where they wouldn't have the hot water available. Regarding refrigeration in the mess halls, a lot of them don't pay any attention to the particular item they are putting in the refrigerator - the temperature required for that item of food. At an inspection of a hospital they had frozen food in a refrigerator running at 38 degrees. All we got was a lot of buck-passing because the mess sergeant said that was the dietician's job. The dietician said the mess sergeant received it and yet within 20 feet of this place he had two ice cream cabinets that could have been used for the frozen food yet they were empty. A lot of it too was caused by pushing some of these trays in the refrigerator so close to the wall that they don't get a circulation of cold air. It doesn't do any good just to put it in a cold box if you have it so packed up in there that the items of food will be so surrounded you will never get any cooling effect. Does any one have any questions?

CAPT. OGDEN

Strategic Air Command

Will you go into the availability and length of supply action on electric ranges?

MR. HASLE

OQMG

They have some heavy-duty ranges not too plentiful right now; domestic ranges are out altogether. They are on procurement.

CAPT. OGDEN

Strategic Air Command

Did you say they are on order for manufacture?

MR. HASLE

OQMG

That's right.

CAPT. OGDEN

Strategic Air Command

Can you give us the length of time before they will become available?

MR. HASLE

OQMG

No, I can not. It all depends on the supply conditions of the manufacturer from other people that he is doing business with.

CAPT. OGDEN

Strategic Air Command

In that same connection, on these electric ranges, one station of our command we have some which we intend to transfer to another base within the command, of course, with the permission of The Quartermaster General. That is what I am checking on. Is there any possibility now that we are going to lose those to our command because this Base is becoming excess?

MR. HASLE

OQMG

Not if you clear thru the Quartermaster and they don't have another requirement on them that has a higher priority than yours.

CAPT. OGDEN

Strategic Air Command

You mean the Ground Forces is going to get them?

MR. HASLE

OQMG

No, the Air Force does pretty well too.

COL. SMITH

Caribbean Air Command

What I want, and what I think most of our other food service people want, is some of this refrigeration which will show us something besides 38 degrees. In the Tropics, in Panama and the Caribbean Area, practically without exception they are composed of one Walk-In Refrigerator, about 6 feet by 8, plenty of room, but one temperature, 34 or 38 degrees. We have been forced to cease feeding a lot of frozen fruits and vegetables because of lack of refrigeration. The procurement in the Tropics of fresh frozen fruits and vegetables is practically all from the States; therefore, we are very limited, and in many cases, living out of tin cans.

MR. HASLE

OQMG

Your trouble so far in not being able to get your frozen food cabinets is that the hospitals got them. During the war there was a procurement of frozen food cabinets made especially for the hospitals. They weren't available for issue to messes. All these shortages you have are just a

hang-over from the war. The type of equipment you have is a hang-over from the war. They propose to change them but somebody has got to have a long story to tell them up on the Hill - why you are going to throw out stockpiles of equipment. The sad part of it is when you declare items of equipment surplus, they sometimes declare a piece of equipment surplus that is a brand new piece of equipment superior to what they have available. And why the people do that I don't know.

COL. SMITH

Caribbean Air Command

We are told here that certain departments are to give us equipment and research and so forth. Now the problem of feeding in Panama is not new - about 40 years old. They have never had adequate refrigeration in unit messes. The only cold storage facilities are portable. Even the bases in my base commissary are now using portable field refrigeration. That's all we have. Is there any refrigeration available at any base in the States? I would say, "Yes". Our Quartermaster, Colonel Kellam was in the States in March or April. At that time he was given a tentative promise of some sharp freezers, or extremely cold refrigeration. Just before I left I had the misfortune to learn that that had been declared not available - lack of funds. Now we cannot eat - non-availability. I want to make that a matter of record.

MR. HASLE

OQMG

There are available refrigerators of a pre-fabricated type in the larger sizes; there aren't any domestic refrigerators available. They are on order too. That stock was drained when they supplied all these quarters and you couldn't get them during the war. They were of wood construction and every other kind. The newer type refrigerator will be of a stainless steel panel job with some kind of a glass filler in there, 4 ft. sections, and be arranged in such a way that you can divide that into compartments to get the temperature you want in each compartment, but that is a problem they are working on in Research and Development right now. Another problem of this thing is the money. Now, what Major Tully had in mind about this conference with the civilian consultants, on the 17th of next month, which is next Thursday, we are having a meeting over in "A" Building, and they are coming in to discuss all this equipment, and that is going to be the basis of a lot of changes in equipment. There is a publication, TM-5-603 that was supposed to have been published by the Chief of Engineers but it hasn't come thru officially yet, but the Procurement Assignment Board has assigned to the Quartermaster straight-across-the-board responsibility for supply, funds, requirements, storage and issue. Now, in TA 20 there will be a list of all that equipment that is coming in this form - in the publication as it would have been if it had been continued with the Chief of Engineers. It will list all the items of equipment for each type of mess from a detachment from 1 to 50 up to a 4000-man cafeteria style. Now, as to the question of the ideal mess, so long as every commanding officer has his option of assigning certain

number of men to a mess, he is going to have it consolidated, or he will have company style - two jobs. Often, however, they push all the troops into one mess. The mess probably would have been satisfactory if they had left it alone, but they overload it and you just can't keep overloading it without something giving way. That is all.

COL. HARDING

It is getting time for the break. Remember that the rest of the morning will be devoted to Committee work and don't forget the group picture at 11:30 on the steps of the War College. That is all.

FOOD SERVICE DIVISION
OFFICE OF THE QUARTERMASTER GENERAL
WASHINGTON 25, D. C.

TO: ALL FOOD SERVICE SUPERVISORS

In order that sufficient information be made available to this office on which to base a cost estimate for inclusion in the budget to cover the reimplementation of kitchens and dining halls throughout the Army it is requested that the following information be furnished this office not later than 15 August 1947.

1. Number of company style messes operating as cafeteria type and without cafeteria line equipment, such as steam tables, cold pans, coffee urns, etc., which are to be retained for post-war use.
2. Number of cafeteria type messes to be retained for post-war use.
 - a. One line cafeteria
 - b. Two line cafeteria
 - c. Four line cafeteria
3. Number of messes for which the following types of fuel are available.
 - a. Gas - (Manufactured
(Natural
(Bottled
 - b. Electric
 - c. Oil
 - d. Coal
4. Type of fuel presently in use in each mess.
 - a. Gas - (Manufactured
(Natural
(Bottled
 - b. Electric
 - c. Oil
 - d. Coal
 - e. Steam
5. If available the O.C.E. plan number and type of mess should be furnished.

Central Meat Cutting Plant & Cold Storage Facilities

1. Location of improvised Central Meat Cutting Plants.
2. Location of authorized Central Meat Cutting Plants.
3. Location of contemplated additions to cold storage facilities for Central Meat Cutting Plants and additions to or new cold storage facilities.
4. Location of contemplated alterations to cold storage facilities to provide Central Meat Cutting Plants.
5. In regards to 1, 2, 3, and 4 above, it is requested that troop strength to be served by these facilities be included.

FOOD SERVICE DIVISION
OFFICE OF THE QUARTERMASTER GENERAL
WASHINGTON 25, D. C.

TO: ALL FOOD SERVICE SUPERVISORS

The following information is very frequently omitted from equipment requisitions necessitating its return to originating station for further information.

1. Type of mess
 - a. Family style
 - b. Cafeteria style No. of lines
2. O.C.E. plan number or post plan number
3. Number of men being fed per meal
4. Length of serving period
5. Electrical characteristics
6. Type of fuel presently in use
7. Types of fuel available
 - a. Gas (Manufactured, Natural or Bottled)
 - b. Coal
 - c. Oil
 - d. Electric
 - e. Steam
8. Is there an adequate supply of 180° F. water for sterilization of dishes as required by O. S. G.
9. When dishwashing machines are requisitioned, the hand of operation, i. e., left hand or right hand feed, and medium of heating wash and rinse water is often omitted.
10. Certification by the Post Engineer on Class "D" equipment or equipment beyond economical repair in accordance with WD TM 5-600.
11. When equipment being requisitioned for mess hall which is considered as new work, has approval by higher authority for this work been granted.
12. When equipment is required for Officers' Club or post restaurant or other non-appropriated fund activities, are funds available for reimbursement in accordance with WD Circular #245, 1945.

MR. HASLE

Does everybody have two sheets now?

FROM FLOOR

No.

MR. HASLE

How many do you have?

FROM FLOOR

One

MR. HASLE

We are trying to find out how many different type mess halls are operating at each Army Area and each post, camp and station. It is not known to each Army Area how many actually operated messes there are at each post, camp and station because the post commander is just as liable to close one on Monday and open another one on Tuesday, or consolidate. In order to have at least enough information to give the Budget Bureau, at least a half way estimate, of what it will cost to re-implement all of these messes, we have got to have an idea of the number of cafeteria-style messes and the number of company-style messes that are operating, and then we are going to use a base figure, multiply that by the number of cafeteria-style and the number of company-style messes for re-implementation, and hope we can get that money thru the Budget Bureau and then that will be pro-rated thru the Armies for the different types of messes that they have. Now they call for a company-style mess here which is operating on a cafeteria-style. There are an awful lot of them, I don't think there are many company-styles that are operating as they were originally planned; in fact, all of them converted to cafeteria-style with stock pots. They had no steam table facilities, coffee urns, cold cans or anything, so we want to take care of those things too. The other sheet covers a lot of question that are lacking when a requisition comes in for equipment; and in order to provide that equipment it is necessary that some of these questions be answered. Because you take a case of electrical characteristics, they have varying characteristics throughout the country and the only way you can get a piece of equipment that will operate to suit the field condition is to have the Supply Division know what they are supposed to furnish. On the dishwashing machines, the same thing there, the method or medium of heating that water. On the certification of the post engineer of all Class D equipment, and then question II - there are quite a bit of requisitioning of equipment for projects that haven't been authorized, so

they ship the equipment to the post, camp or station then find out that they can't do the work because they have no funds. It may be that there is a post, camp or station that does have the money but because the first one got the equipment, they can't get the equipment, and they have the money to do it with, and vice versa. In order to be able to install this equipment, it is necessary to have the funds to be able to do the work with. The large one there, on Officers' Clubs and Post Restaurants is on a reimbursement account and these roving auditors pick it up. A lot of equipment had been turned out on memorandum receipt and requests come into the Office for authorization to have that equipment sent over to them. That again has caused a lot of trouble, especially on a reimbursement basis, where the officer doesn't have any money. There has been a letter sent out by AGO telling us the post funds in order to establish a post fund or a post restaurant. Any question on any of this business. That will save an awful lot of time in your requisitioning. A lot of requisitions just come in and say "recommend approval" and period. They don't analyze the requisitions or anything else.

COL. HARDING

I would like to say a few more words regarding the committees. We were hampered in setting up these committees because we had limited information regarding all the personnel that would be present. There are from 12 to 14 committees set up. Those committees that I announced previous to the break are about half of the total number of committees which have been set up. We also know that there are probably some here have not been named on any committee, that was due to the lack of information as to the attendance. We also know that those officers or delegates here that were not named on committees in many cases have very definite opinions and ideas on various subjects that they want to have aired and put before the conference. If those members of the conference that are not named on any committee after Mr. Smith has announced his committees, will report to the Adjutant's office and give him the committee that you feel you have the most interest in and on which you want to express your views and have them brought before the conference, by the committee, please report to the Adjutant, Major Brearley, give him your name and the committee on which you wish to serve. We will be very glad to have expressions of opinions from all of you, that's why we want you here.

May we have your attention please. I would like to present Mr. J. C. Smith of the Personnel and Training Division who will take up the TM-10-401 and announce his committees. Mr. Smith.

MR. SMITH

Colonel Harding, ladies and gentlemen. I represent that section of the QM General's Office that is responsible for the preparation of manuals and visual aids and we certainly need the cooperation of all of you, because when we prepare a manual whether or not it is used properly or whether it is used at all, depends on you. I'm reminded of a little story of some officers who were stationed in the Philippines and time was a little on their hands so they had a Philippine houseboy upon whom they decided to play as many practical jokes as they could think of so they dreamed up a number of practical jokes such as nailing his shoes to the floor and putting crackers in his bed and any other sort of joke that they could think of, but always the little Philippine boy was smiling on both, caused no stir, made no reaction so finally it got to be to the point where it wasn't any fun so they called the little boy in and told him that they had been playing jokes on him, that now they weren't going to play them on him any more. "No nailed shoe to the floor", he said, "No puttee cracker in bed" he said, no, then he smiled. "Well, no spittle in coffee". So it always works both ways. We need your help just the same as you need ours. In regard to publications on the subject of subsistence, we are in relatively good shape in that our two basic publications, TM-10 405, The Army Cook

and TM-10 412, Army Recipes, have recently been distributed. TM-10 405, if you remember the old one, the new one is a tremendous improvement. In there we have covered the principles of cookery and we have also provided the army cook with the necessary information to operate the army mess. We are pleased to note some of the armies ran a training course on TM 10-405, the Fourth Army for one, in which they went through the book from "Kever to kever" you might say, which we thought was a very good idea. There are some errors in TM-10 405, most of them are minor and a lot of them are typographical. We plan to put out a small change that corrects those errors, and incidently if you find any, why we would be happy to have you send them in so that we can include them. TM-10 402 Army Recipes now has over 900 recipes in it. There is really no reason why Army messes shouldn't have variety in their dinners in the mess hall. If you will notice, on the Master Menu there is a tie-in between TM-10-412 and the Master Menu. After the name of a dish on the Master Menu you will find the number and that number refers you to a recipe number in TM-10 412. That gives the cook a definite guide as to exactly how to prepare that particular dish. A number of the other publications are at the printer, TM-10 409 "Central Meat Cutting Plant" which is brand new is now at the printer. TM-10 417, "Garrison and Bakery Operations" which is a recision of TB QM-30 is at the printer's. A number of other manuals are being revised. TM-10 210 on "Inspection of Subsistence", TM-10 205 "Mess Management and Training" and TM-10 215 "Sales Commissaries" are all being revised. We have one publication project which is designed solely for you. Those of you who may have remembered the old Quartermaster Training Service journal remember that we ran food service drives in there during the war. We planned to reinstitute the food service drives and put them out in the form of technical bulletins. Initially we started off by selecting arbitrary subjects, just picking out a subject such as coffee brewing, nutrition, different subjects of that type to be used as subject for the drives. Our idea is that over a period of a year, if you have a series of drives you will have covered almost every phase of food service activity. The drive will be published in the form of a technical bulletin. Each technical bulletin will be divided into three sections. The first section will contain an informational, or inspirational talk on the subject and we will try in there to implement the existing technical manuals. The second part will tell you how to put on a drive. Whether to conduct a poll or a contest or just how to put on the drive question. The third part, section, will be a bibliography on the subject. In addition to the technical bulletin which you will receive, you will receive posters on that drive, where posters are appropriate. We feel that these drives will be a big help to you and any suggestions that you may have on the drives so far as subjects go, will also be welcomed. In the visual aid field we are also making some progress. At the present time we are working on six film strips on kitchen equipment. The Corps of Engineers came to us sometime back and reported to us the terrific amount of expenses that was involved in the maintenance of kitchen equipment, and it was great. Most of it, they felt, was due to negligence on the part of the users, and we have certainly found evidence of that in going out and

looking at kitchen equipment. So we are preparing six film strips on the subject. We have recently put out SF-10 173 on the Potato Peeler. We will follow that with one on the deep fat fryer, one on the coffee urn, one on the dishwasher, one on the vegetable steamer, and one on meat cutting equipment. Now these will be sound film strips which you people should use, or tell your people to use it, either as sound or silent, as you desire. It might be good to run a combination, using the sound first and then taking it slow and easy by leaving the recording attachment off. Then we have some other film strips. One on food conservation, we are working on; and one on fat rendering, and one on kitchen management. In the movie line, probably the most interesting thing to subsistence is the Surgeon General's film on nutrition. That is currently under production. We have also a movie short on food conservation. We have gotten a number of requests over the past few months in regard to posters. First that seems to be a thing that is always wanted. At the present time we have 22 posters being printed by the Government Printing Office which will be available in a short time. Also we will have the posters that I mentioned previously in connection with the food service drives. We have over in Temporary Building "B" an exhibit of the training aids that have been prepared by the Quartermaster Technical Service at Camp Lee. The food service instructor's course under Major Tully, down there, is tied in with us to try and prepare these aids and these aids are prepared for use at the food service schools. If any of these aids will be of assistance to you, there is no objection to your copying off the number of the posters and or the aid and sending a letter down to the Quartermaster Technical Training Service, and within the limits of their capacity they will certainly try to give you what they can. Now we come to the subject of TM 10-401, Food Service Supervision. This manual was started some six or eight months ago at the recommendation of Colonel Kirchner at the Food Service Division. At the time that this manual was started the whole food service program was the center of considerable controversy. Our research workers started out to gather the information and they ran across things like these; Some person would suggest, well we are going to have a catering corps like the British catering corps, and if you will just get the dope on the British Catering Corps why you got the answer for your manual. Somebody else would suggest that all food service supervisors are going to be Quartermaster officers' they are going to operate under the Quartermaster at all levels, they are going to be just Class I supply men, he is going to have charge of all his Class I activities and in addition supervise messes, furnish technical assistance to the messes. So there was another idea. There was an argument, pro and con, as to whether the food service supervisor would have anything to do with procurement of subsistence. And certainly whether he had anything to do with storage. Depot people said "No, he had nothing to do with storage of non-perishables, it was no different than the storage of any other commodity". Others felt that we should have it all the way down the line. We add the question of messing operations, some felt that the food service supervisor should be confined solely to the field of messing operations, that would be his whole center of work, nothing else. Others pointed out that he

should have supervision, or at least, very close liaison with centralized activities, such as central pastry bakeries, central meat cutting plants, yes, and bread bakeries, and things of that type. Then we had the idea of the organized T/O and E mess teams, or mess units, that Colonel Bryan talked to you about this morning. Was that the answer? Was the food service supervisor going to be a commanding officer of mess teams and that they would in turn run all the messes. Those were the questions that hit our researchers and our writers on this problem. There was a job trying to get them resolved. We worked on one draft, we discarded it. We worked on another draft and we sent it out for your approval. Most of you I think have read, or reviewed, TM 10-401. All the Armies, all the Army areas, and all the Air Defense commands have had access to the book. We took your comments and incorporated them into another draft which you all have in your envelopes at this time. That is our last draft, we are not satisfied with that one and we don't think you will be. We hope that during this conference that we could divide the group of you into committees and have you take sections of this manual, read it over, talk about it, and then come up with either recommendations that it be changed or that it be kept as it is, or even if you can go that far, to rewrite portions of it, so that you will be satisfied. There are a number of times that the people in the field complain of directives from Washington and that it has often been suggested that directives be submitted to the field prior to publication; and this is one particular case in which you are getting a chance to go over the book before it is published. If it is not satisfactory to you the book is no good, because it is designed for you and your food service supervisor. Now on our committees we had to arbitrarily select individuals just out of a hat so to speak, to be on these committees. It is not the most satisfactory method of operation. I don't know whether it would be wise to make changes to the committees at this late date or not. Off hand I would think it would not be so because we would get jumbled up and then we would loose the whole day. We would like for the committees to meet today to organize and to work up a plan of action. Also have picked a committee chairman, arbitrarily, and at the close of my short talk here I want to announce the committees and the committee chairman and then these committees will meet at the conclusion of General Eisenhower's address over in Temporary Building T-5 and form the committee. There are three things that I would like to stress for all of the committee members; first is that you cannot incorporate in this one book everything that a food service supervisor should know. In fact we do not even feel that it is advisable to do so. The food service supervisor should use the same material as the food service personnel uses. In other words we can't incorporate a book on refrigeration in this book, we can't incorporate a book on messing operations. You have a book on refrigeration, you have a book on messing operations, so we have to keep this book, as far as technical information, down to the duties of a food service supervisor and make reference to the existing War Department manuals. The second point that I would like to make the committees is that the committees are going to probably have to work at night. Your program is pretty well filled up and you will either have to work late in the afternoon or at night just anyway that you can see your way clear to do

it. I realize that is a great deal to ask and that we jeopardize our whole report in doing so but that is the way it will have to be. On the 11th of July the committee will be expected to make their reports and we ask each committee to figure out how they want to present their report, whether they want to divide it up into sections or whether the committee, however they desire to do it. Now we've worked up a plan of attack on this committee business. We've prepared in advance a committee guide and its suggestion is to how the committee can attack the problem of food service manual. Also as I mentioned previously, we have picked the committee members arbitrarily and we will ask the chairman and the members at the close of Gen. Eisenhower's talk to go over to T-5 and at that time we will present the package to the committee chairman and the committee chairman can then meet with the committee members. I would like to read out the committee members names that we have selected, and as your name is called, if you will take it down, why it would be a help. The conference room that all the committees will meet in for this initial meeting is in room No. 1 of Building T-5. Subsequent meeting rooms will have to be arranged with the Adjutant. We have a policy committee that is going to take up the overall policy of food service and to examine the sub-committee reports, and the chairman of the sub-committees are on this policy committee as well as a few who are solely on the policy committee. We will ask Colonel Keeney to be chairman of this committee, and Major Donald F. Berner to be on the committee Major James E. Jaynes, Maj. Richard G. Putman, and Lt. Col. Patrick Buckley. In addition to that Miss Bock, from the OQMG and myself, will serve on this committee. The second committee that we have, "Organizational Functions at War Department Level".

MR. SMITH

Maj. Donald F. Berner, Capt. Katherine Manchester, Maj. J. L. Bishop. The "Functions and Organization of Armies Z/I and Air Defense Command, Office of the Food Service Supervisor: Maj. James E. Jayne, Maj. Lawrence E. Williams, Maj. Vernon E. Cordell. The committee on "Organization and Functions of the Office of Post or Base Food Service Supervisor" Maj. Richard G. Putman, Maj. George R. Allen, Capt. Merrill D. Waters, Capt. Ludwig Dillman, CWO Walter A. Pienkowski, Mr. Vallee O. Appell. The committee on "Organization and Function of the Food Service in Overseas Theaters" this includes Ground and Air : Lt. Col. Patrick Buckley, Lt. Col. Robert C. Smith, Lt. Col. Harden B. McDill, Maj. A. H. Reinbothe, Lt. William Baldrige, and Mr. George M. Mardikian. The committee on "Surveys"; Maj. Robert Dixon, Maj. Patrick Dean, Maj. Troy E. Whiting, Maj. Arthur Davis, Maj. Bennett J. Hartman, Maj. George Mironoff, Maj. William G. Baldwin, Lt. Kenneth E. Zelimec, and Col. N. P. Williams, Mr. Clifford E. Clinton and Mr. James Boyer. The committee on "Report Forms"; Col. G. A. Walk, Maj. Thomas S. Anderson, Maj. Edward E. Pytlak, Maj. V. M. Downey, Maj. Charles A. LaForge, Capt. J. B. Avery, Capt. W. J. Burke. The committee on "Organization and Operation of the Office of Food Service Supervisors" This is at the post level, Maj. William G. McIlhiney, Maj. C. L. Jenson, Capt. Ziba Ogden, That gets the committees, If anybody is not on a committee and so desires why they can report to the

Adjutant and we will certainly be glad to put them on a committee. We have about 35 or 40 minutes before it is time for you to go to a cocktail party. It is at 4:30, the cocktail party, or 4:00.

MR. SMITH

Well you really got an hour, so we would like very much for the people whose names are called to meet with us over in the conference room No. 1 in Building T-5 and at that time we will give you your material. I thank you.

COL. HARDING

There is some mix-up in the records due to officers coming late so the Adjutant will necessarily have to call the roll to get a complete check.

MAJ. BREARLEY

Good morning Gentlemen, We have a roll call to make here this morning and an announcement or two for you. To all the officers, please fill in their biographical sketches which you have the forms in your folder and turn them into the office sometime before noon today. All of the officers that are attending the conference on orders, it is very important that you sign in before noon, Military Personnel requires that you sign in and get your orders down and we have taken care of that over here. Will you please sign today, all of those who have not already signed in and please leave in the office copies of your orders, two copies of your orders, please. Due to a little mix-up, I think last night, after the committees were formed, it is requested today that all of the chairman or the appointed chairman of a committee will please appoint a co-chairman to function in your absence. Now to go on with the roll call just answer to your name please. (roll called, checked with list). Any names that I haven't called, will you please see me at the office, at the break or before noon today.

COL. HARDING

I would like to announce a change in the program which we were unable to get to the printer's in time, it does not appear on the printed program. On the fourth day 10 July, A.M., you have listed in your program "Food Preparation and Preservation" from 9 to 10 by Colonel Logan. That will be taken out and in place of that talk on the 4th day, from 9 to 9:30 Mrs. Parks will speak on "Menu Board Operation", which is now listed for the 7th day. And from 9:30 to 10:00 Mr. Klaer will speak on "Meat Cutting Plants". Colonel Logan's talk is shifted to the 7th day, from 9 to 10. This morning we will start with one of our discussion provoking talks, "Selection and Screening of Food Personnel". Lt. Col. Willis E. Shelton.

COL. HARDING

We have one committee to hear from, the recommendations of the Manual Revision Committee - Mr. Smith.

MR. SMITH

I would like to say in behalf of our committees that were assigned to review TM 10-401 that, as you appreciate, they did not have a great deal of time upon which to work on this manual. In our office we have been working on this Manual, I would estimate, approximately nine months, and yet we expect a group of people to come in and look over the book in a matter of possibly nine hours and come up with some recommendation. I have talked with the committee chairman and they have certainly done a capable job of lining up their men and having them meet and go over the paragraphs and sections that they were responsible to review and have gone over those and are prepared today to present to you their findings. The first committee that we have listed is organizational functions at War Department Level. This Section is not in the current TM 10-401, it has to do with the activities of the Quartermasters, the TC, the Medics, the IG, and so on in regard to this program. It was omitted from the draft that you have because it was a controversial subject and War Department General Staff recommended its omission. Captain Robinson and his committee, Captain Manchester, Major Bishop and Major Berner have gone over this subject, and Captain Robinson, I think, will present the report of the Committee.

CAPT. ROBINSON

Ladies and Gentlemen - In behalf of the Policy Committee, of which Major Berner was Chairman and is unable to be here this morning, I would like to remind you that this policy is based at War Department level. Our first recommendation here - command responsibility, and if you have a copy of Circular 50, you can see where we have made some changes. First, I am going to take up the Ground Forces, Air Forces, Overseas Theaters, Quartermaster General, Surgeon General; each one of these have a number of recommendations. In order to save time, as I read them if anyone has any objections I would like for them to raise the question then so that we can vote on it and then proceed.

CAPT. ROBINSON

COMMAND RESPONSIBILITY: The Commanding General of the Army Ground Forces is responsible for the accomplishment of the objective of the Food Service Program in Class I and II Installations, except hospitals, and the Commanding General of the Army Air Forces is responsible for the

accomplishment of the objective of the Food Service Program in Class III Installations, except hospitals, in accordance with policies, procedures, methods, and standards set forth in War Department publications. In order to assure efficient functioning of food service activities within his command, the Commanding General must appoint in his organization an officer trained to coordinate and supervise the food service activities within his command. The officer thus appointed as food service supervisor acts as advisor to the commander and has no independent command function. His status is that of a staff officer. That was our recommendation, and after the voting yesterday, we can disregard our recommendation as to his status. Is that correct? "He can aid and advise the Commanding General on the successful performance of the food service program for which he, as commander, is responsible." It is now open for discussion. Any remarks?

COL. LANDAW

Is this going to be voted on at this meeting, in that this involves G-1, G-3 and G-4? It is a very delicate and highly technical question.

CAPT. ROBINSON

It was my understanding that everything that we have included in our recommendations either has to be approved, changed or stricken out.

MAJ. BALDWIN

I didn't get the first part of that recommendation, about the Ground Forces controlling Army Air Forces Installations. Could you read that back?

CAPT. ROBINSON

The Commanding General of the Army Ground Forces is responsible for the accomplishment of the objective of the food service program in Class I and II Installations, except hospitals, and the Commanding General of the Army Air Forces is responsible for the accomplishment of the objective of the food service program in Class III installations, except hospitals.

MR. SMITH

You want to vote on each section as you get to it, is that the way?

CAPT. ROBINSON

Yes.

MR. SMITH

In answer to Colonel Landaw's comments, in this part of the program we wanted to get the conference ideas on TM 10-401, and whether it is in the scope of the conference or not, it still represents the ideas of the conference, and it seems to me that this conference can still decide whether something should be under G-1 or otherwise, at least go on record accordingly.

COL. BRYAN

It occurs to me that if we are expected to take action on each of the numerous suggestions made that prior to being required to take any action the Committee should present their entire findings so that all of us conferees can see the uniform picture as a whole rather than taking it piece-meal, not knowing what follows each section that we are asked to vote on. I would like to see it handled that way.

CAPT. ROBINSON

Does any one object to that procedure?

COL. LANDAW

Is it your idea that this recommendation fits in with the responsibilities under Circular 138 of the Army Commanders?

CAPT. ROBINSON

I will continue then to read my report. Paragraph b - Command Responsibility in Army Ground Forces. The Commanding General, Army Ground Forces, is responsible for the conduct of the following activities: (1) Complete responsibility for the food service program in Class I and II Installations, except hospitals. (2) Army messes in Class I and II Installations, except hospitals. (3) Carrying out of training doctrines and training programs for the training of food service supervisors, mess officers, mess stewards, cooks, bread bakers, pastry bakers, meat cutters, and other food service personnel. (4) Operation of schools and courses for the training of personnel listed in (3), above, for Class I and II Installations, except for such training of personnel required for the Medical Department referred to later on. (5) Troop train feeding, except troop trains whose activities has been within Army Air Force Command and hospital trains. Command responsibility is Army Air Forces.

Paragraph c. The Commanding General, Army Air Forces is responsible for the conduct of the following activities: Complete responsibility for the food service program in Class III Installations, Army messes

in Class III Installations, except hospitals. Preparation of doctrines for special courses in technical problems of food service pertaining only to Army Air Forces. Troop train feeding on troop trains whose activities has been Army Air Forces Commands.

Paragraph d. The Commanding General in theaters, departments, and other major commands overseas. The Commanding General of overseas theater, departments, and other major commands overseas is responsible for the accomplishment of the objective of the food service program within overseas commands. In order to assure efficient functioning of food service activities within his command, the Commanding General must appoint an officer trained to coordinate and supervise the food service activities within his command. His status is that of a staff officer. He can advise the commanding general the policies, procedures, methods and standards as set forth in War Department publications are being accomplished. The Commanding General is responsible for the following activities:

- (1) Complete responsibility for the food service program within his command.

- (2) Operation of food service schools within his command.

- (3) Army messes

The next one comes under the heading of Staff Organization: Technical Services in their capacity as Staff Organizations perform detailed responsibilities peculiar to each service. a. The Quartermaster General will prepare training doctrines and training programs for the food service supervisors, mess officers, mess stewards, cooks, bread bakers, meat cutters, and other food service personnel, except for such training of personnel required for the Medical Department later referred; inspect food service schools; provide technical specialists to assist in the operation of bakeries, meat cutting plants, et cetera; provide specialists instructors in food service schools; prepare publications for operation of Army messes, other than hospital patient messes, exclusive of matters pertaining to health, hygiene, sanitation; conservation, preparation and food service; troop train feeding, with the exception of hospital trains; garrison and pastry bakeries, central meat cutting plants and central fat rendering plants; formulate policies, methods, and standards governing all phases of messing operations including supervision, inspection, organization and operation, except hospitals; conservation, preparation, and serving of food at all messes, except hospital messes, which is the responsibility of The Surgeon General; operation of garrison and pastry bakeries, central meat cutting plants, and central fat rendering plants; utilization of refrigerated space for the storage of subsistence; equitable distribution of food to messes at posts; requisitioning of food service equipment; establish standards to be observed by messes operated with non-appropriated funds with respect to preparation of food, food conservation, and elimination of food waste. These standards will be contained in War Department publications. These will apply to officers' clubs and non-commissioned officers' clubs, post messes, restaurants operated by the Army Exchange,

and those to be coordinated with the Army Exchange Service, all post restaurants; prepare menus in accordance with nutritional standards prescribed by The Surgeon General.

The next recommendation is under The Surgeon General. The Surgeon General will formulate policies, methods, and standards governing the supervision, inspection, organization and operation of messes in hospitals, hospital trains, and hospital ships; health, hygiene, and sanitation in all food service activities, including feeding facilities operated with non-appropriated funds; inspection of all foods of animal origin; periodic examination of food handlers, dietetic and nutritional surveys at posts, camps, and stations, and nutritional analysis of menus; determination of the nutritional adequacy of the diet and the nutritional status of the troops; be responsible for the operation of messes in hospitals, hospital trains, and hospital ships, and conduct surveys of these facilities; direct corrective action, when necessary, for the purpose of improving the quality of performance of these activities to meet established standards; promulgate training doctrines; prepare training progress; supervise and inspect technical phase in connection with the training of dietitians, nutritional officers, hospital diet cooks, and other specialized medical food service personnel required in Army hospitals; training doctrines and training program will be forwarded to The Quartermaster General by The Surgeon General for information; operation of schools and courses for the training of the personnel listed in this paragraph pertaining to The Surgeon General; advise and assist The Quartermaster General on nutritional aspects of food service; conduct nutritional surveys to determine the nutritional adequacy of menus and of the rations consumed; establish basic dietary and nutritional standards to be observed in preparation of all menus; conduct technical surveys on health, and hygiene and sanitation matters, and direct corrective action when necessary.

Next recommendation under the heading of Chief of Transportation: The Chief of Transportation will supervise the conduct and operation of food service activities on vessels owned or bareboated by the Army and of military personnel on vessels allocated to the Army, except feeding on Army Air Forces emergency rescue vessels, in accordance with the policies, methods, and standards prescribed by The Quartermaster General and The Surgeon General.

Next paragraph under the heading of Inspector General: The Inspector General during the course of all appropriated inspections make careful inquiry into the subject of Army food service activities, particularly with regard to stock control, storage practices, and the preparation of, service of food and food conservation; during the course of all appropriated inspections make careful inquiry to determine that the food service personnel as authorized have been appointed, are qualified, and are accurately performing their missions.

Next paragraph is Technical Assistance: The Chiefs of the Technical Services, acting in their capacity as technical staff officers of the War Department, will be responsible for the conducting necessary surveys of food service activities at all installations and units in the continental United States, as the Chief of Staff may prescribe. These surveys may be requested for the purpose of gathering data for establishment or revision of Army wide policies and procedures, standards and methods of a technical nature and for determining the technical sufficiency of food service operations within the Army. Personnel designated for such survey will include qualified technicians from the Office of The Surgeon General and The Quartermaster General. To the full extent consistent with their purpose, such surveys will be coordinated with the officers having command responsibility for the activity being surveyed, The Surgeon General and The Quartermaster General will provide technical assistance and advice of a technical nature on food service matters within their respective responsibility when requested thru channels.

Our committee, which numbered 4, did not concur in all these recommendations. One member did not concur on the status of the officer. Other minor non-concurrence matters were eventually ironed out, and those that we had a discussion on that we couldn't iron out, a 50-50 matter, were ironed out for us yesterday afternoon. Are there any questions?

COL. BRYAN

It is quite obvious to me that the report is a very complicated report and each of the separate sections bear out they are certainly tied in and are carefully related to that preceding and that which follows, I would hesitate to take any recommending action on this short notice, and without an opportunity to study each section as it is related to the others and then submit a recommendation based on the whole, instead of one individual section. Therefore, based upon that feeling that I have just expressed, I would like to make the following motion, that this report be prepared in sufficient copies to furnish all of the agencies represented here and Army-wide together with the revised copies of the manuals to the commands for distribution and study and return with their recommendations after the commands have had an opportunity to study and make a command response to that. I think it's very far-reaching and should receive more careful consideration.

COL. MACATEE

I thoroughly agree with Colonel Bryan. These recommendations, if adopted by this conference, I am sure, if adopted now by this conference, would not represent thorough thinking on the part of the conferees who vote their adoption. I am rather foggy right now as to what is contained therein. I wouldn't vote right now without considerable study for their adoption or rejection. I agree with Colonel Bryan and second the motion.

CAPT. ROBINSON

The motion has been made and seconded that this report be not voted on by this conference but be made in sufficient copies to pass around to the various commands for their concurrence or non-concurrence. All those in favor raise your hands - opposed. The motion is carried.

MR. SMITH

Thank you Captain Robinson. I think irregardless of action taken on this, I think the conferees expressed the idea that the report is well prepared, well handled and well done on the part of the Committee. It is detailed, as we brought out.

COL. KIRCHNER

We will next consider the recommendations of the Ration Committee and vote on same.

COL. ASHTON

Gentlemen, the Ration Committee, which finally was composed of probably half of the conference, was given the task by our Conference Chairman of studying the Ration System for the Army with a view to recommending what was to be used during normal peace time operations. Before I present the views of the Committee, I would like to make a few preliminary remarks on definitions. We find in War Department Regulations 35-2210 Series the definition of a ration. While that is very simple it is certainly thoroughly disgusting, and it is this: "A ration is food for one individual for one day." And then in the next sentence, we start to talk about the Garrison Ration. Now has anybody seen a Garrison Ration? I doubt it. No, you haven't, because there isn't any such animal, as a packaged item. We start to talk about a Field Ration System. We just defined ration as "food for subsistence for one day," and then we immediately talk about it as a system. The Committee recommends, first, that in talking of subsistence the use of the phrase "Subsistence Accounting and Supply" be used in lieu of the terms "Garrison Ration" or "Field Ration". I have no controversial matter yet.

FROM THE AUDIENCE

Would you mind repeating that again, Sir?

COL. ASHTON

The Committee recommends the use of the phrase "Subsistence Accounting and Supply" in lieu of the terms "Garrison Ration" and/or "Field Ration." We can get a clarity of thought and something we can start from on what's going to follow.

FROM THE FLOOR

I wonder if it's within our province to do that inasmuch as the ration is especially established by the Congress and established as a ration.

COL. ASHTON

I feel that the conference can recommend any matter which is of interest to it. The acceptance of this recommendation is simply to clarify the basic recommendation which will follow. There are two definitions, one other besides the one I have given.

MR. SMITH

Is that one title supposed to take the place of both descriptive terms "Garrison" and "Field?" You mean we will have no way in training literature to bring a picture into a man's mind when we talk of the Garrison Ration and the Field Ration? They are both ration systems.

COL. ASHTON

They are not; they are not. Neither one of them are rations; they are both systems.

MR. SMITH

They are both ration systems. That is just what I said.

COL. ASHTON

That's my mistake; please excuse me.

MR. SMITH

They are ration supply systems; that's right. It seems to me that we need some method of short termed words to differentiate to a person's mind like we have at the present time. That's my personal observation.

COL. ASHTON

Well, Mr. Smith, when we get through there will not be two systems so far as Committee recommendations are concerned.

MR. SMITH

I move then, Sir, that we do not vote on that until such time as the Committee's Report is completed and then we can probably go back to same.

FROM THE FLOOR

I second that motion.

COL. ASHTON

The Committee recommends, in the same vein as the change in the Garrison or Field Ration, that the term "Value of the Garrison Ration" be changed to "Monetary Allowance for Subsistence." This is simply to clear up the use of the words as they will be used very shortly.

Number One Basic Recommendation: The Committee recommends that no change be made in the present supply system, supply system. The Committee believes that the field requires, first, further education relating to the authority of the post menu boards in connection with individual organization food requirements, and, second, the sympathetic cooperation of the market center organization in liberalizing local purchase of seasonable items. May I go slightly into details? I am splitting the systems out, Smith, into a supply system and a money system. As you will see in a minute the right way that the Supply System itself - we have heard of master menus; we have heard of central purchasing; we all know what storage and issue problems there are; distribution problems; overseas garrison requirements - that is the system which the Committee is recommending be not changed. We reach a point, however, when the individual requirements of a using organization is not being met by the way in which the tail end of this system is wagging - if you will have it that way. The food is there somewhere. Somebody says you can't eat it today, you're going to eat it tomorrow. It is still right there. It is here or it can be bought here, but the price is generally tougher today, or whether it be today or tomorrow. Colonel Kirchner brought out, what was it, hot cakes and French toast and something else over at Myer were seen on the lunch so far as the post menu board it is still there. We have been letting the post quartermaster and sales officer make our menus out for us.

Now the second one, and I think possibly you will feel a little better. The committee recommends that a system of monetary credits be established for all organizations operating troop messes, based on a current monetary allowance for subsistence and the duty or morning report strength of such organization, but limited to a fixed maximum on a per capita basis. Three dollars for individual's base organization is recommended. Under this credit system organizations will be charged with the value of the supplies issued under the existing supply system. In addition, additional subsistence items may be obtained thru the Supplying Quartermaster Sales Organization to the extent of the established credit. No cash accrues to organizations and all purchases must be made thru station supply officers.

FLOOR

Gentlemen, we are ready for discussion.

MAJ. BALDWIN

Sir, I would like to bring out something here before we have a vote. The other day General Eisenhower stood there where you are and

said that he believed, and he wanted it, that food was part of a man's pay. Well, if a man goes on a 3-day pass, you don't take his pay, why take his food? Please give that some consideration before you vote against this thing.

COL. ASHTON

Gentlemen, this is a rather far-reaching decision. Mr. Smith, is there any change now; I don't have any to our Field or Garrison Ration. We go slightly farther than this. The trend is in our present system we use three words and say, "Ration Credits Suspended" and you've got the present system. It's that simple. Change no supply organization in the changes.

MR. SMITH

Since I am in Training and this is on subsistence problems, I will have to say I am expressing my own personal views rather than those of the OQMG. It seems to be a number of things that are questionable on this system, to my mind. The first is, it approaches, I hesitate to say the Garrison Ration system, but it does in that it permits the user to procure his own food. That means that at the present time our existing mess sergeants, mess stewards, will have to prepare local menus and do their own procurement of subsistence.

COL. ASHTON

May I correct that? The first major recommendation was that no change be made in the present supply system. The present supply system certainly does not authorize local purchase, nor does it authorize local purchase, nor does it authorize local meals.

MR. SMITH

You could still give a master menu and then have a monetary credit allowed to the organization.

COL. ASHTON

The post manager of the post menu board will function to see that within allowable or available items maximum latitude be given an organization. Colonel Kirchner said that was being done right now over at Myer, and as they did for 3 months in Panama.

MR. SMITH

I fail to see what you are doing unless you are giving an organization the difference in money between the morning report strength and the head count strength.

COL. ASHTON

All right, why shouldn't we have it?

MR. SMITH

Well, the people are not there to eat it. It ought to go back to the Government.

COL. ASHTON

I do not agree.

MR. SMITH

If a man is not present for his meals, the Government should not provide his meals. If he is present, it should.

COL. ASHTON

Let me answer him, may I please. If a soldier goes on furlough, who pays for his clothing?

MR. SMITH

The Government does.

COL. ASHTON

All right, now, a soldier is assigned to Ft. Myer and lives right over the fence in his own house, who pays for his food?

MR. SMITH

The Government does.

COL. ASHTON

The Government pays for it. Now, if he doesn't need his home and goes away on a trip, does he turn in for the days he isn't there? The major principle in back of our whole subsistence project to Congress right now is: What is it going to cost to feed 1,000,000 men per day for the next 365-day period and Congress appropriates money for that purpose. Now, if he doesn't eat it at his mess tonight, it's all well and good we say to him, well, the food is there for him - we are taking an awfully, awfully narrow view. He has to pay his money out to get food for himself. We haven't made any attempt at all so far to give anybody the saving. This saving which is made goes for only one thing and only to one group of people. There might

be a slight policy, and assuming that every man in an organization is asking for the same length of time, but we have to make an adjustment somewhere and if we do, the organization gets the money for only one purpose and that is the food and if our brothers are fortunate enough to be able to sleep in on Monday morning or Sunday morning, or any holiday morning and they don't eat, we put a brace on the organization plan and limit it to some level, such as \$3.00 per man, above which no credit is approved. That is simply figures taken out of thin air. The point is it does one thing, and that is, allows the organization commander to get what is available at the store food he wants over and above what we have.

MAJ. BALDWIN

You never get any money. You can't build up to a thousand. The Master Menu is still on a 30-day nutritional factor to give a man over a period of 30 days. Right? And that food and money is there and he has to get it within the 30 days. If he wants to eat it in 18 days the food is there for him to eat in that 18 days. Now, if a man does not eat supper tonight, the next night he does eat supper, he is going to have a better menu because that money he hasn't used is still there in that bank. For instance, I think you were in the Army, weren't you Mr. Smith. What if the Government took away from you your ration allowance every day you went on a 2-day pass or a 30-day leave, you would squeal to high heaven; so would I and everybody else. That is their food. They pay you and I; why not give it to those boys who deserve it. It's theirs. Another little thing that came up the other day, I approached this thing with several people in the Quartermaster on the Garrison Ration and I was told to go ahead and bring the subject up of the Garrison Ration, or one similar to it, and they would find a way to knock it in the head, Mr. Smith.

MR. SMITH

I withdraw my comments. I had misunderstood and thought it was a return to the Garrison Ration, but it is still embodying, as I see it, the good principle of the field ration in having a menu nutritionally planned by qualified nutrition experts; it also would control the food economy of the country at this time that food must be controlled, and if the Congress and so forth have no objection to the money savings to the unit, it looks like its a good compromise on the whole garrison thing.

COL. BRYAN

I would just like to state that this phase touching now on the ration has a very excellent recommendation submitted by the Committee is just one factor involved in the over-all food service program being employed and established within the Air Forces. We have always operated on the principle that the subsistence allowance is a part of the

soldier's pay and that that should never revert to the Government or any other agency because he didn't happen to be there for a particular meal. We heartily endorse such a recommendation.

UNIDENTIFIED SPEAKER

The major mentioned that if a soldier didn't eat his supper, he should get his quarter for it. I feel that his supper was cooked for him. The Mess Sergeant couldn't tell that he was going outside and see his girl friend.

UNIDENTIFIED SPEAKER

Captain, in an explanation to a rather extended discussion on a chart we have up here, they talked about quite a program, the food service people. If that mess sergeant or that mess officer doesn't know, within a reasonable limit who is going to be there and who isn't, then he isn't worthy to be a Warrant Officer, J. G. or whatever it is, or even a buck sergeant. Now, if he is silly enough to get breakfast for 200 people on Sunday morning on any Air Base and only 100 of them show up, I would agree with you. But if your mess officer can go around and find breakfast for 100 out in the garbage can, I would rather fear for the continued occupation of the mess sergeant in that particular wing, or group, or whatever it was. And some of the boys are plenty cute enough to see in this the answer to a question which our friend from Panama brought up not too long ago: Who is going to make the company commander do this?

CAPT. DILLMAN

I went to a base which had practically 3,000 men, and they were drawing rations with their base strength for 2,300 people and they still overdrew about 400 rations every day.

UNIDENTIFIED SPEAKER FROM FLOOR

They should take care of that. They should never get more credits than an average of whatever figure you want to put on it, \$3.00 per man. Now, I don't care if the base had 3,000 and don't draw but a 1,000 rations, they still want to reach their \$9,000 credit and stop. And then Uncle Sam does pay. But in a substantially well-operated mess, and to give you this as an ideal situation rather than possibly a typical one, an organization should get back on their saving credits the difference between the actual ration, or head count strength or morning report strength.

MAJ. CORDELL

It seems to me that this has another advantage. Quite a number of

stations today are still working along the idea that its menu board is still working along the idea that they are limited to the transit quantities, and I have seen or visited stations where they, technically speaking, turned in as much as \$18,000 credit based on drawing on the master menu itself and not adjusting that menu up to use the full value of the ration as provided. It just seems to me that this encourages the menu board to add on to that menu items which the soldiers prefer, or which will make that a better menu to use the full value of that monetary allowance.

MAJ. PUTMAN

I feel that we should have some source of revenue in our company funds to purchase those little niceties that you don't get in the field ration. For instance, beer. Soldiers living in these barracks, not married, they enjoy these parties that are given monthly, and I think we should have where we don't spend a full value of the field ration as compared with the garrison ration on a particular post, it should be credited to the organization.

Do I understand that there will be no company fund?

COL. ASHTON

Details, of course, are not included in the recommendation, but it was our thought that the credits which, of course, accrue in the commissary stand on the books but there be no cash involved at all.

COL. KEENEY

I was on the Committee and of course, I agree because I believe in taking a half-loaf where I can get it rather than trying to hold out for everything. This thing that you all call the Supply System we called the Garrison Ration in our tests in Panama and we voted on the Garrison Ration. Now that none of this substitute that we are supplied to go on now. I think we had better correct that because you said that the tests we ran in Panama was this procedure that you are proposing now.

COL. ASHTON

What I meant was that you were on a procedure by which you were allowed to select from the items which were available within the Supply exchange to you.

COL. KEENEY

That's right.

COL. ASHTON

That is what I meant.

COL. KEENEY

And just a few words in defense, perhaps, of our mess sergeant. Somebody is afraid that we would be upsetting the entire structure of nutritional value of all our soldiers by letting the sergeant run their mess. The sergeants are the mess officers. Of course, we had all the menus checked by the organizational medical officers in addition to the food service supervisor. After two months of the test the men are questioned as to how they liked eating the Garrison Ration. The question specifically put to them was: "Do you prefer your meals under the Garrison Ration or under the Field Ration?" Eighty-eight (88) percent of the men preferred the Garrison Ration; of the Mess Sergeants, all 12 preferred the Garrison Ration although it means more work for them. Now the mess officers, 11 out of 12 preferred the Garrison Ration. This also means more work for them. I think it was successfully demonstrated in our tests that the Garrison Ration is preferred and that the men are intelligent enough to run the Garrison Ration. .

MAJ. McDONALD

Would you state briefly your recommendation again? I don't know what the language of the recommendation is.

COL. ASHTON

The recommendation is in four parts. The first two being a matter of definition. The Committee recommends the use of the phrase "subsistence accounting and supply" in lieu of the terms "Garrison Ration" of "Field Ration," two, the Committee recommends.....(interrupted by speaker from floor).

COMMENT

Shouldn't we vote on each recommendation in order to expedite the thing?

COL. ASHTON

I don't believe you can separate them, Major.

The Committee recommends that the use of the term "Value of the

Garrison Ration" be changed to "Monetary Allowance for Subsistence". Third, The Committee recommends that no change be made in the present supply system. The Committee believes that the field requires further education relating to authority of post menu boards in connection with individual organizational food requirements, and second, that sympathetic cooperation of the market center organization in liberalizing local purchase of seasonable items. The Present Supply System - so far as affecting the monetary system, the Committee recommends that subsistence monetary credits be established for all organizations operating troops messes, based on the current monetary allowance for subsistence and the duty or morning report strength of such organization, but limited to a fixed maximum on a per capita basis. Three dollars for individual's base organization is recommended. Under the credit system, organizations will be charged with the value of the supplies issued under the existing supply system. In addition, additional subsistence items may be obtained thru the Supplying Quartermaster Sales Organization to the extent of the established credit. No cash accrues to organizations and all purchases must be made thru station sales officer. We are ready to vote, gentlemen; all those in favor.....(interruption from the floor)

MAJ. McDONALD

May I make a little recommendation in there - that marketing centers purchase items in containers desired and acceptable by the camp, post or station; namely, milk and various other items that need it.

FLOOR

That should be a separate recommendation.

COL. ASHTON

I didn't want to get into that because we weren't getting into supply. We talked about it before. The post menu board, I believe, can ask and demand that thing, and if we don't get it we can go to the Market Center.

MAJ. McDONALD

The way it is now isn't that way, Sir. The Marketing Centers flatly refuse.

COL. ASHTON

After we have taken that up with them I think we will find that the critical condition that the market centers are willing, whenever possible, due to recognized reasons, to do what you ask.

MAJ. McDONALD

No, at one station for instance, we went to the sales officer and he purchased half-pints of milk in half-pint containers. The next month the marketing center got nasty about it and says "no soap, you'll take what we want". But who wants a quart of milk spilled over the whole place, and they flatly refused to purchase milk in half-pint containers where it was available.

COL. ASHTON

I think, Major, we should have that as a separate recommendation because we are talking of the system here rather than the mechanics of the operation.

MAJ. McDONALD

Just so I get it in somewhere.

COL. ASHTON

I think tomorrow when Colonel Barksdale talks on market centers. All those in favor of.....(interruption from floor)

COL. BUCKLEY

Did I understand the Colonel to say that this does not apply to overseas theaters?

COL. ASHTON

As I understand it under present regulations, overseas theaters can do just about what they want to.

COL. BUCKLEY

Then as I understand it this does not apply to overseas theaters?

COL. ASHTON

There is no change in the present policy.

COL. KEENEY

Circular 120 applies equally to us as it does to Z/I. As to ETO I am not in a position to say, but I know it applies to Alaska, Panama and Hawaii. I believe that perhaps the operations of theaters would be on a - I don't know; I can't say.

COL. ASHTON

All those in favor of the recommendation as stated, please raise your hand. Contrary. Carried.

COL. KEENEY

In connection with Rations, while we sustained and commented perhaps very unfavorably on the inclusion of a value of a meal or part of a ration which is considerably below the value at which that meal is prepared, I am talking of the charge of 25¢ per meal in the regulation, against 90¢ charged and the value of the ration quoted. Now if that were applying to us I would be silent on the subject. However, unfortunately it is beginning to apply more and more to some of the civilians that are working for us. I feel that this is the place to include a committee recommendation as to that much of Circular 120, 1947 (I don't know the paragraph) be amended to read (From the floor: Paragraph 26). Read it to me. (From Floor: It's Paragraph 27a, "Reimbursement for meals furnished: The amount to be paid to the sales officer will be equal to 25¢ for each meal furnished by messes operating under the field ration.

FROM THE AUDIENCE

My recommendation is that the amount be changed to read 35¢.

COL. KEENEY

I recommend that it be changed to read 50¢ for civilians, and limited to five meals a week.

COMMENT FROM FLOOR

I think that is an administrative matter.

FROM FLOOR

There is one question there. I don't think the Colonel has taken into consideration as to the value of the ration for enlisted men messing separately. That's fixed at 79¢.

COL. KEENEY

This particular paragraph, the one I am talking about is civilians eating in our messes for a cost of 75¢ per day when the food itself costs 90. Now, that has nothing to do with the ration separately, with the travel ration, the monetary allowance in lieu of subsistence, or with the cost plus 10 percent (I think they get that).

FROM FLOOR

They don't get that. Right now at the present time, enlisted men who are permitted to mess separately at an organization get a flat 79¢ a day, which is just 4¢ over the cost-price.

COMMENT

That is at the present, Sir.

COL. KEENEY

I feel that there are not too many of those places.

COMMENT

800 out of 1600 men are eating at one field.

COL. KEENEY

70 some odd percent of your first three grades are married.

COMMENT

Are they eating all meals?

COMMENT

Generally they eat 5 or 6 meals per week.

COL. KEENEY

Five meals out of 21, and this would cost him 30¢ or over.

COMMENT

I suggest you figure it up because it is.....(speaker talking too low to understand him).

COL. SOULE

I imagine the other overseas theaters have a similar problem. We feed a relatively large number of civilians over there, about 20 meals a week. I guess a good many of them sleep in for breakfast but the rest of them eat. Most of those people went over on a 2-year contract which provided that they would pay 25¢ a meal, so you have a broad over-all problem if you start changing your price range.

COL. KEENEY

Colonel, I don't think the contract for 25¢ per meal has anything to do with this. I am talking about a War Department Circular.

COL. SOULE

The War Department Circular sets up a price of a meal to any one, a casual, paying 25¢ a meal. We have people in large numbers who are fed for 25¢ a meal. If you change your War Department Circular requiring 35¢ a meal, you are effecting a large number of people.

COMMENT

If their contract states 25¢ a meal, I don't see there is any way in which we can change it. It's their own contract; it isn't this circular.

COL. SOULE

It's the consistency. You would have an inequitable situation where one man pays 25¢ per meal and someone else pays 35¢ for the same meal.

COMMENT

So why bother. You are going out on a limb to change the ration prices and authorize additional compensation for civilians overseas 25¢ a meal is one side of the picture, but I am talking about the rest of the people who don't have the benefits of a contract and pay 35¢ and that goes back to pay for your present ration.

COL. SOULE

I had in mind that our ration is really more expensive overseas.

COMMENT

If you figured the cost of transportation in there, which you should, and the loss which would be incurred. The cost of food over there is way out of line only 25¢, that's an awfully good buy.

COL. KEENEY

This Circular 120 does not state the price that they will, if say, they may, and then down in another paragraph they say how reimbursement will be made to equal 25¢. The Circular can be changed to read 35¢.

COL. ASHTON

I think this is immaterial, it's inconsequential and they probably wouldn't pay any attention to us anyway so let's

COMMENT

All those in favor raise your hand. Opposed. Approved.

COL. ASHTON

That's all I have. You all seem a little restless, so ...

COL. HARDING

Suppose we take a break and come back at four o'clock to hear the report of the Personnel Committee.

MR. SMITH

OQMG

The next committee report we have is headed by Major Jaynes. It's on the functions and organization at the Army Z/I and Air Command Office of the food service supervisor. Major Jaynes.

MAJ. JAYNES

6th Army

This committee only has a few minor changes and additions to the present paragraphs 19 and 20, as written. I think perhaps these had better be voted on as I read them. The first one, we felt that paragraph 20a (11) should be changed somewhat; to read as this (if you have your Manual 401 there you might see this): To furnish technical advice and assistance in the proper supervision of commissaries military messes, and other food serving activities as regards receipt, storage, issue, preparation, service, and conservation of subsistence items issued to the command.

FROM FLOOR

Will you repeat that please.

MAJ. JAYNES

6th Army

To furnish technical advice and assistance in the proper supervision of commissaries, military messes, and other food serving activities as regards receipt, storage, issue, preparation, service, and conservation of subsistence items issued to the command. Any questions on it?

COL. ASHTON

5th Army

As was true in the matter of policy in the original manual, I feel that changes, detailed or otherwise, to the quoted manual should be taken up as an entity, that for the information of this conference they should be presented but the matter of concurrence or non-concurrence should be only after thorough study of the completed revision, that the instrument, suggested form, as we have it, the final revision, should receive the careful and studied consideration of the interested commands. Therefore, I recommend that the Committee's report to the conference as to their work and their changes, that no action be taken on the revision in toto except after careful and studied consideration by the major commands and others interested.

COL. BRYAN

AAF

I would like to second that motion. It's too important for a quick decision

MR. SMITH

OQMG

Our idea on getting the voting was important to us in that we could get the general attitude and opinion of you people so that Miss Boch could incorporate your ideas into the book that would still have to be sent to the major commands for their concurrence when the book is completed by our office. We don't simply print it; it still has to go Army Ground Forces, Army Air Forces, and to War Department General Staff for their approval. So, what we are aiming toward was to get a guide on the improvement of this book and give her an idea and a basis on which to know what information to pick up and what not to pick up. She is not a food service supervisor, nor am I a food service supervisor, and our problem is to determine what is good information and what is not so good and that is why we thought that should help. That is just a point of discussion.

COL. BRYAN

AAF

I think the motions that have been made certainly reflect the acceptance as a whole of the conferees of the committee's report not approving or disapproving, but as to opinions expressed by food service people so that they can be, without writing the whole book, be sent along with a copy of the book and you have received the assistance you have asked for.

MAJ. JAYNES

6th Army

The motion has been made and seconded and carried. It will be presented in that form. However, I do have four recommended additions in paragraph 20 that I would like to read to you. Paragraph 20a (12): To screen all requisitions for mess equipment and projects for installation thereof; 20a(13): To determine the necessity for centralized food service activities such as central pastry bakeries, central fat rendering plants, and meat cutting plants. 20c(4): To act upon all waivers of mandatory qualifications for attendance at food service schools (I don't think the Commandant at Fort Meade might like that).

FROM FLOOR

Would you read that back again.

MAJ. JAYNES

6th Army

To act upon all waivers of mandatory qualifications for attendance at food service schools.

FROM FLOOR

The food service supervisor.....

MAJ. JAYNES

6th Army

The Army or Major Air Force Command Food Service Supervisor.

FROM FLOOR

I'll have to second that motion.

MR. SMITH

OQMG

Thank you, Major Jaynes. The members of Major Jaynes' Committee were Major Lon P. Williams, and Major Vernon E. Cordell.

COL. KIRCHNER

In the absence of Mr. Smith I will call on the Chairman of the Sub-Committee on Food Service Organization in Overseas Theaters to deliver his report. Colonel Buckley.

COL. BUCKLEY

Colonel Kirchner, ladies and gentlemen. Before starting this I would very much like to concur with Colonel Kirchner in the remark he made this morning relative to what we have now, I go along with him 100%. I have been with this food service setup about 5 years. That takes us back to the time when we had nothing, and they set the dogs on us when we walked in. Now, I think they are giving you an entree; I think they are giving you some authority. How you use that authority is the important thing. If you are using it to get the job done, to accomplish your primary mission, which is to improve the food for the soldier, I feel that the position they have given you and the authority they have given you is ample. The Committee for the overseas theater didn't have much of a problem. The War Department has seen fit to recognize the prerogative of the overseas commander to say where that man will operate, how he will operate, and who he will be. Personally, I think that is very wise and answers a lot of problems. I would like to point out that when you discuss the overseas problem, you have many angles. You have the Caribbean, the Alaskan, the Pacific, and the ETO, and I doubt very much that any two of those are identical. They all have their individual problems. I would like to recognize officially and for the records this one point. I don't want to appear to be blowing my own horn. But I would like to say something about the program in the ETO. We have a Commanding General there who is intensely interested in food; we have a Chief of Staff who is not only a good soldier but he's a good Chief of Staff; he's intensely interested in food to the extent that he gets up at 5 o'clock in the morning and goes out and inspects messes. He arranges this beforehand so that the food service supervisor is with him. He leaves no avenue of escape. We appreciate that very much, and we appreciate General Huebner very much, and it makes our work that much easier. We also have a Chief Quartermaster, and I am sure many of the conferees know him, General Boone. He's intensely interested in the food for the soldier. The way this thing is set up in Europe, they have made General Boone responsible for the feeding of the soldier all the way down thru the line, not only in supply but all the way down. He has appointed a food service supervisor on his staff, and the avenue to General Huebner's office is a straight road. There are no obstacles. General Huebner talked to me in Frankfort and he said, "You have a tough job out in the field, Buckley, and I want you to

remember one thing" I have a telephone and you have the number, and if any man could ask for more I don't know what he could ask for. We do have support. I think that the Commanding Generals not only of the Armies but overseas are intensely interested in food and I think this is our opportunity to put it across. We agree with the Hennessy Report; we agree with anybody's report so long as it is based on actual facts. It is up to us and it's our job to go out and clean up the field and get those deficiencies corrected, and I think we have the type of men to do it. I haven't said much at this conference. I'm a pretty good listener. I have heard some good speakers, got a lot of information from those civilians who talked to us, but remember and leave the conference with this one idea, gentlemen, the job is yours. It's up to you to get it finished. Now in the European Command, we have many major commands, Military Government, Air Forces, etc., and I want to tell you we are one big happy family. We get along with the Air Corps and the Air Corps gets along with us. We help them and they help us. We have people sitting right out there with you who can vouch for that and verify it. They visit my office and I visit theirs, and in my opinion that is the only way you are ever going to get this job done.

Now to go into the report. They have asked us five or six certain questions and the purpose I think you all know that, but we have written it down; to wit: The purpose is to establish thru and by directives, functions governing the food service program by assignment and delineation of responsibilities for supervision and application of the program throughout all echelons of command. The purpose, therefore, is the same in the overseas theaters as it is in the Z/I. The objective of the food service program encompasses the action as required thru food service, insure conservation, carry out the policies and instructions in all phases of Army food activities as published by the War Department and the overseas commands. The objective of the program is to furnish the consumer the food to which he is entitled in the most palatable and attractive manner consistent with the high standards of sanitation and nutrition. Achievement of this objective requires supervision over food procurement, inspection, transportation, storage, distribution, issue, and preparation, insofar as these functions influence the condition and variety of food served to soldiers. Now, there is the punch line. Keep it in front of you, if you will, please, insofar as it effects the food that is served to the soldier. The suggested position of the food service supervisor in overseas commands: That one I would like to skip. However, to show you how we were thinking, I am going to read it but it has been decided. In an overseas command the staff level in the Office of the Chief Quartermaster Armies and corresponding major elements of command at staff level or at staff level in the Office of the Chief Quartermaster. In all lower echelons of command, directly on the staff of the commander. Now that comes pretty close to the plan as adopted by the conference, I believe. Full time duty: The food

service supervisor will devote his full time to the supervision of the food service program, except when the number of messes operated by the command is insufficient to warrant; in such circumstances food supervision will be his primary duty assignment. In no instances, however, will the food service supervisor be given additional duty assignments above and including regimental levels. Four: Is food service supervision feasible or desirable in active theaters of operations? Food Service Supervision is feasible and not only desirable but absolutely essential in an active theater of operation. Food service supervision was established in 1943 and carried thru and during operations in ETO and the achievements of those people are a matter of record. It is of invaluable assistance and they serviced such people as the 1st Army, 3d Army, 9th Army, 7th Army, ADSEC, 15th Corps, 12th Corps, and many other units, as well as the establishment of the replacement area or reinforcement area, as you like to call it. They were called on to control feeding of what is termed RAMPS; they covered allied military personnel who were POWs of the German Army; and when they stepped into that job they had to know what they were doing because each and every one of them was a hospital patient. They were suffering from malnutrition, and you had to be very careful how they were being fed. In case you are interested, we established three messes. We put a guard on the door of each mess, so that that man who would have to go into a liquid diet number one mess; gland diet, number two mess; and when he established in his own body the tolerance for heavy food he was allowed to go into the regular mess. Gentlemen, I want to tell you that there was many a soldier came up to us and thanked us for fighting with him to keep him out of those messes, because they tried to crash the gates. It shows you how important it is - food supervision during actual operations. It was accomplished thru food service teams travelling in the field. They didn't have an easy job. They worked under very hazardous conditions, but they got the job done. So it is the opinion of the Committee that any future planning in the feeding of a soldier during active operations, mess supervision must be a part of that plan. It is an essential. The functions. The functions of a food supervisor are the same in an overseas theater as expressed in TM-10-401. The food supervisor must, however, consider this point: His problems are going to be much greater than they are in the Z/I; that his messes and other food installations will be set up in bombed out buildings and places that are entirely inadequate, or he may be given a field grown up with brush to establish feeding facilities for his troops. I say he because he is charged with the supervision and it comes all the way down thru command, right down to the unit commanding officer, that's his responsibility. It's up to you gentlemen, to see that that command responsibility is accepted and carried out. He must, however, approach his problems in such a manner that he is going to make friends, if you will. I might point out that food service supervisor could be referred to in two classes: He's a functioning staff officer, number one; number two, he is a consultant. You want to know something about your food, feeding of

COL. BUCKLEY

your troops, you call on the expert food service supervisor; he is a consultant. And when you go into the field if you approach your problems from that angle you will make many friends, but you must remember this one point: Your mission is to accomplish your objective, and if you can't accomplish it by being a consultant then fall back on your prerogatives as a functioning staff officer. Go after them that way. Now it doesn't make much difference, gentlemen, where a man is working; it doesn't make much difference whether he has a mahogany desk, or whether he is using a temporary expedient of a packing case or anything else, it's what's up in here and what's in here (points to heart) that is going to count, and that is the only thing that is going to put this food service program over; it's the only thing. I doubt very much if you will have any trouble in selling it all the way up to the Commanding General if you go after it with your heart. I have talked with many generals, including General Patton, General Hodges, and those gentlemen wanted their armies fed, and that's your job. I have one more part to this. It was my personal wish, or desire, if you will, and I took it up with some of the members of the committee and they immediately concurred. We have many problems in the overseas theaters; we have the same problems that you've been discussing all thru this conference. We have as many and more personnel problems that any of you have, only we have a lot of water separating us from the offices. We don't have the immediate contacts; we have to get by the best way we can. We have to teach people. We have to make our own people, either that or sink, so when it's self-preservation, gentlemen, go out and get it one way or another. We would like to have more visits from the Office of The Quartermaster General in overseas theaters. Call them what you will, we don't care whether he's an inspector, or what he is, so long as he comes over there and recognizes our problems and need for help and we don't need somebody to come over to tell us that it's poor, it's bad, or it's good, we know that; we have two good eyes. We do need some help, and we would like representatives of The Quartermaster General's office to come over and see them, travel thru the theater, and recognize those problems and help us. There is only one part of this report that I would like to be a matter of vote of the conference, and that seems to have been pretty well taken care of. I would like a vote on whether or not food service is advisable or feasible in an active theater of operations. On that point I would like some discussion.

COMMENT

Isn't that left up to the theater commander? I think it's a problem for the theater commander to decide whether he has the personnel.

CAPT. OGDEN

I was a Bomb Squadron food service supervisor in addition to my duties as a pilot. Each squadron had a different area, but they were

CAPT. OGDEN

geographically within a certain radii. We each had a mess. Three in my squadron to my group - the sergeants ran the messes - and my group, at my own request, I was made mess officer. I ended up by supervising all the four messes in the group. The inspection of our messes as a wing was left more or less up to the generals and their staff officers who came around, were not food service supervisors and were not qualified to inspect for other than routine administrative setups, to see that it was operating properly from an administrative point of view. I think that from my experience in Italy with the 15th Air Force that a food service program in Italy and in North Africa would have been a big help to us and would have worked very satisfactorily. Now this was behind the lines in Italy and behind the lines in Africa. It wasn't up in the trenches. But in the Air Force in an active theater, this is just my personal idea from being in food service over there, it would have been a big help and it would have definitely worked.

COL. BUCKLEY

Any more comments. That has great value. One of the most important things in a battle condition is to get that food up to the soldier; get it into his stomach and keep him on his feet and keep him fighting. A prize fighter in the ring, gets up on his knees and they throw a sponge in his face. So that's the sponge you have to throw in the fighter's face. Supervision can take it up there to him. You can get it up to the soldier and he won't be on can rations. You know how long he can fight on can rations.

MAJ. PUTMAN

Don't they set up now, as proposed in Circular 50, a supervisor for a regiment and division? Isn't that the answer?

COL. BUCKLEY

It is the answer, but they asked the question whether or not it was feasible. Are there any other questions on this report, or am I going to get out of it without this?

MAJ. ROLLINS

I was very much surprised to hear they had no food supervisors in Italy. I was appointed food supervisor for the 10th Air Force in September 1942, and I know that my Commanding General not only insisted but ordered me to the heavy bombardment squadrons which came back and was demoralized, and food put them on their feet. I can't understand why anyone tells me there were no food supervisors.

MAJ. BALDWIN

That's all fine and good; that's all past now. But I think we are up here for making recommendations, not to give a big long speech about everybody in the house. I recommend that we proceed with those recommendations and vote on them if we have to.

COL. BUCKLEY

I want to get this in black and white in a manual; that's where I want to get it.

MAJ. BALDWIN

Well, it's all right there in Circular 50.

COL. BUCKLEY

All these things I hear about TM 10-401 being rewritten and so forth, I just want to make sure that that thing isn't overlooked.

COL. BUCKLEY

All in favor - Opposed. Carried. Are there any questions, gentlemen? Thank you very much.

MR. SMITH

Thank you, Colonel Buckley.

MR. SMITH

The next committee report we have is that of the Organization and Functions of the Office of Post or Base Food Service Supervisor. This committee was composed of Major Richard G. Putman, Major George B. Allan, Captain Merrill D. Waters, Captain Ludwig Dillman, WO Pienkowski, and Mr. Vallee O. Appel. Major Putman will give the report of the committee.

MAJ. PUTMAN

Colonel Kirchner, ladies and gentlemen. Following in line with Major Jaynes we used as a guide FM 10-401 draft and we were of the opinion that it was well-drafted. However, we made 17 minor changes, deletions and additions. If you don't mind I would like to read those and if you will follow me: In paragraph 21 of this draft (first, before I read I would like to say that for the phraseology "supervised or inspect" we wanted to modify that and tone it down somewhat because we feel that some junior post food service supervisors are stepping on the toes of a company commander when he takes it on himself to direct, and we looked up the term in Webster's Dictionary, "supervise" which defines it "to direct with authority." Now as a company commander I wouldn't like to have some second lieutenant telling me how to run my kitchen. So, nevertheless, he still has the authority to report any discrepancies that can't be ironed out in the case of conflict of personalities, where he sees something radically wrong. Now, we recommended a change to paragraph 21b (5), to read as follows: To recommend to the proper supply agency the maintenance of adequate levels of supply of spare parts for installed kitchen equipment and/or mechanical kitchen equipment. Here we felt if we advised on equipment of a post bakery, for instance, for heavy installed equipment, there we would be in conflict with the supply agencies responsible for the maintenance of that particular equipment, and we wouldn't be equipped to do it. We have bakery technicians in the Office of The Quartermaster General who advise us on our heavy bakery equipment, and, of course, the post engineer on refrigeration. Paragraph 21c (3); to read as follows: To submit recommendations for improvements of the War Department master menu in collaboration with the post or base surgeon. Now this does not have to do with the menu board. This is in the event he likes to change the cycle or if we felt that there is an abundance of some particular undesirable item, the recommendations for the change would originate in the office of the post food service supervisor or base food service supervisor and a letter would be for the commanding officer naturally. Paragraph 21c (4), to read as follows: To submit recommendations concerning the preparation and use of menus by organizations and installations, except facilities for feeding hospital patients (not subsisting of

field rations). That means if they were on a garrison ration we would only recommend. Paragraph 21c(5).

FROM FLOOR

That last paragraph that you just read, I don't quite get that.

MAJ. PUTMAN

To submit recommendations concerning the preparation and use of menus by organizations and installations, exception is - except facilities for feeding hospital patients (not subsistnig of field rations).

FROM FLOOR

I think it is all right the way it reads: to supervise preparation.

FROM FLOOR

I second it.

MAJ. PUTMAN

We can only advise or assist in the preparation of menus for patient feeding. Paragraph 21c (5): To cooperate with the post or base surgeon in matters having to do with nutrition and with the conduct of dietary and nutrition surveys. The key to this is to cooperate with the post or base surgeon. Paragraph 21d (2): To assist and advise in the rotation of mess personnel in order that they may be trained in food service schools. To assist and advise - not tell some company commander that he will send Private Smith.

MAJ. BALDWIN

The food service supervisor, regardless of his position on the staff, is the representative of the commanding officer, and if the commanding officer tells a company commander or a squadron commander to do something, he does it without thinking. I believe I am right; that's the Army; I was raised in it.

COL. KIRCHNER

I take exceptions to the changes of the food service supervisor you made in paragraph 21a. He's a member of the staff and any staff officer can direct.

MAJ. PUTMAN

You mean on his special staff?

MAJ. BALDWIN

He is the instrument to carry out those orders of the post commander and to see that they are carried out, and I think it should at least be left exactly as 21a is.

FROM FLOOR

We are not voting on it, Major Baldwin.

MAJ. BALDWIN

We are not voting on it, no; I was just taking exception.

COL. KIRCHNER

I was rather surprised when I heard the discussion of this committee on what seems to some of us a breaking down of the things that were fought for for the food service supervisor. Let me say that some of the recommendations of the Hennessy Committee, or some of the conditions that caused those recommendations, I have learned since coming to OQMG, were caused by the fact that supervisors did not have the authority to get certain things corrected in the field. So I have attempted to clarify this point. I would like to read, first, from Circular 50 over General Eisenhower's name, paragraph 3a (3), which reads as follows: A food service supervisor is authorized and will be assigned to the staff of each type command, organization and unit listed below, and will be directly responsible to the commander. His duties will be solely those of supervision and direction of the food service program. The commander concerned may assign qualified personnel of any Army or Service to duties of food service supervision. Manual FM 101-5 delineating the responsibilities of the staff, reads as follows: Definition and general functions of the staff. It does not say General Staff; it just says staff. The staff of a unit consists of the officers who assist the commander in his exercise of the command. The staff secures and furnishes such information as may be required by the commander, prepares the details of his plan, translates his decision of the plan into orders, and causes such orders to be transmitted to the troops. It brings to the commander's attention matters which require his action or about which he should be informed, makes a continuous study of the situation and prepares tentative plans for possible future contingencies for the consideration of the commander. Within the scope of its authority it supervises the execution of plans and orders and takes such other action as is necessary to carry out the commander's intentions. Under the paragraph on Authority, on the next page, we come to this sentence: When a staff officer by virtue of delegated authority issues an order in the name of the commander, responsibility remains with the commander even though he may not know of the order. I think that is what is brought out by Major Baldwin.

A staff officer directs in the name of his commander. I question whether we should word the authority of a supervisor because we may have some young supervisors who would improperly transmit these orders for the commander. That is a question of staff training. That is a thing that has nothing to do with the authority granted under the food service program. I just bring this up for your consideration after you get the recommendations that are offered to you this morning, but please, gentlemen, give them serious consideration because for ten months OQMG has fought rather valiantly to get certain authority in the food service program, and we feel that this is very important.

MAJ. JAYNES

Any further discussion on that particular topic?

The committee was in full accord with this topside, we will call it inspection and reporting, but to get down to a post level where you live to whom you associate and assist and have an art, I think these, you might say, Junior Hennessy reports, could be toned down, and that was the opinion of the sub-committee. They need help now. That is what I find throughout the Fifth Army Area, and the Area of the Third Army of which I was at one time the food service supervisor. They need help. A food service supervisor at a post or a base is the key to this whole program. That's my personal opinion. To continue - paragraph 21e: That caption changed to read "Mess Operations". Paragraph 21e (1): To advise in the preparation and service of food, together with enforcement of pertinent regulations and instructions. Paragraph 21e (2): We deleted. There was a repetition there. Paragraph 21e (5), changed to read: To advise in the preparatory operations, except hospital trains of troop train feeding. Paragraph 21e (7), change first line to read: To advise in the operation of..." That again is paragraph 21e (7). Paragraph 21f, we recommend change of caption to read: Centralized Food Service Activities and Refrigerated Storage Space. Because it had something to do with storage that was not covered in the caption. Paragraph 21f (2), change first line to read: To visit and advise in the operation of garrison bread bakeries, central pastry bakeries, central meat cutting plants, and central fat rendering plants to assure their efficient operation and the satisfactory quality of their output. Paragraph 21f (4), change to read as follows: To advise in the observance of policies, procedures, standards, and methods established by the War Department with regard to the operation and maintenance of facilities in centralized food activities. Paragraph 21f, added sub-paragraph (5) to read as follows: To determine the adequacy of refrigerated food storage space, utilization of proper storage techniques, the maintenance of correct temperatures, and to report deficiencies found to responsible officers. Here, I know, we sometimes step on the toes of the veterinarian when we recommend temperatures, although to my knowledge the Quartermaster

Corps has been the only agency which published correct temperatures for the refrigeration of perishables. Paragraph 2lg, change to read as follows: The chief duty of the food service supervisor at a post or base, except where a general hospital is located on a post or base (with regard to.. and it reads as shown in the draft). That is the only change we made there except where a general hospital is located on a post or base, and I believe it is the case in the Sixth Army, and maybe other places. Paragraph 2lh, change to read: In flight feeding, and read as follows: Food Service Supervisor will advise and assist in the preparation of in-flight meals in coordination with the flight surgeon or his representative and aid in the determination of adequate and proper equipment as prescribed by current directives. And those current directives would come from your Air Force which will change it from time to time.

COL. BRYAN

The terminology "In-flight" - that is generally not correctly interpreted. The Air Forces refers to the term "flight feeding" in that that includes pre-flight, in-flight, and post-flight, which feeding cannot be excepted.

MAJ. BALDWIN

I think it was brought out in the conference the other day that the air surgeon was a great deal responsible for flight feeding. Is that right Colonel Bryan?

FROM THE FLOOR

Who actually gets the equipment ready and sees to it that the food is prepared for in-flight feeding? - Give him that term again.

MAJ. JAYNES

Food Supervisor.

FROM THE FLOOR

Right. At a base level.

MAJ. JAYNES

You have a pre-flight, in-flight and after-flight. Is that correct? Then why couldn't you specify here in-flight?

COL. BRYAN

Because the relationship of the pre-flight to the in-flight to

the post-flight cannot be segregated when it comes to the welfare of the individual receiving that food.

MAJ. JAYNES

Wouldn't your pre-flight be covered in mess operations?

COL. BRYAN

Not necessarily, no, sir. That is not correct. Just as post-flight cannot be. You will find installations where there will be nothing but a mess hall set up for the purpose of providing pre-flight, in-flight and post-flight.

MAJ. JAYNES

Inasmuch as this is not being voted on and it is being circularized, the Air Force can ..

COL. BRYAN

When they get the copies for the records they can make their recommendations.

MAJ. JAYNES

Paragraph 21i, caption should read: Liaison. Paragraph 21i (3) to be deleted and substituted with the following: To cooperate with representatives of other departments and technical services having responsibility for sanitation, equipment, maintenance, veterinary inspection of food, and other matters related to food service. Heretofore the line has not been drawn and there has arisen controversy, I would say even to the extent of argument, on inspection of refrigeration and sanitation at a post. I believe this will draw the line. That's all we have. In line with the recommendations of Colonel Macatee, and inasmuch as a technical manual or a field manual is the instrument of procedure, say detailed procedure, to carry out the policy of a War Department Circular or Army Regulation, I think it should be very detailed and a lot of thought given to its preparation. We, the sub-committee, felt that we left something out and I see where we were in full agreement with the terms, advise or recommend.

CAPT. WATERS

I merely want to say in defense of our committee that the bone of contention was primarily over an interpretation of the word "supervise" and our principal changes were centered around that particular word. Now, I think the committee would be in perfect agreement if there

were a qualifying phrase in the front of the technical manual explaining exactly what we mean by the word "supervise".

MAJ. JAYNES

Thank you, Captain Waters.

COL. BRYAN

On the including of the interpretations of what we mean by different terminologies, I agree we should use the War Department's interpretations rather than using Webster's, etc.

COL. DURBIN

It seems to me that you have forgotten, unintentionally I am sure, some of the basic concepts on which the Army operates. As a matter of fact, no staff officers performs any function as a matter of his basic responsibility. The commander is responsible for him. An officer's duties are prescribed in order that he shall not infringe on somebody's else territory. They do not charge him as the sole agent to carry them out, so, therefore, this play on words seems to mean nothing to me. What you want to do is to tell him what he is responsible for as the agent of a commanding officer. We are not in any way attempting to change the basic command setup of the Army in this conference, and I am sure that we had it in mind, we wouldn't get very far. So I recommend that we should forget all this bickering and play on words and put down what the man is supposed to do and let him carry out his job. If the commander concerned doesn't want him to carry it out, he shall certainly change it.

MAJ. JACOBSON

For years the supervisor has tried and fought to attain the position he now has. With all these recommendations you have made, you have relegated him to a glorified office boy, hardly that. The first thing, I don't think that one recommendation your committee has made is worth the paper it is written on. I would like to see the whole thing tossed out.

FROM FLOOR

I will make that in the form of a motion.

FROM FLOOR

I second it.

MAJ. JAYNES

That was a pretty good representation Major, that this sub-committee wound up with 8 members and some of them have had several years in the Army; I'd say some 20 down to 5 or 6, so we thought we came up with something that sounded pretty good. We were wrong.

COL. ASHTON

We started with the reading of the Committee's report and it was decided by the conferees that the report of the Committee would not be incorporated in a new revision of the manual. To take any Committee report or sub-committee report and tear it to pieces, whether it be for personal desires or for any other reason, it seems to me that it is decidedly unfair and definitely belittling the plane on which this conference has been so far held. Specific recommendation had been made and had been accepted by the conference to accept the report of the Committee. Any bickering, and I call it that, is in my mind definitely below the dignity of this conference. It may well be at the level of the boys who study this thing later, but I personally would like to carry on the original thought and completion of the committee report without heckling, bickering or any other comments from the conference.

COL. BRYAN

I certainly defend the right of every individual at the conference to express an opinion on any suggestion of the report of this committee; however, I believe the report as submitted should be accepted and the comments made, and made a matter of record, will be in the hands of all of us for further consideration and we will have the benefit of the whole committee. Based on that I would respectfully ask the two officers, the one that made the motion to throw the report out, and the one who seconded it, to please withdraw their motion and let the report stand as it has been made, good or bad, with the remarks made, and let us all study it later and make our own recommendations.

FROM FLOOR

I withdraw my seconding it.

MAJ. TULLY

I wonder if we are not all amiss in our duties as delegates to this conference. The first draft of TM-10-401, and if I am incorrect, I wish Mr. Smith would correct me, was prepared by the Technical Training Service of Camp Lee and largely by a newspaper woman, a very good writer, who worked the basic ground work for TM-10-401 by making

an analysis and a research of existing publications and combined that material into the original draft. Now that original draft has been an authentic text for a period of, I think, over six months in conducting mess supervision course G in our six food service schools. Now the original draft as prepared by the Technical Training Service came up to the OQMG and under their critical eyes they felt that this manual could be considerably improved. And again if I am incorrect, I wish to stand corrected, I believe the original draft was given to Miss Helen Boch, who has a very intimate background and years of knowledge of all the operations in the OQMG and she contacted many individuals and made considerable research and the draft that we have before us today represents that research and the opinions obtained from consultation with the best minds in food service in OQMG. Now in ordinary procedure in the manual, at this stage the publication would start thru regular channels and would be published, but inasmuch as we have the best brains, I think I can say, in food service activities from the field in the Z/I and overseas, the courtesy has been extended us to review this second draft and add to it the things that we think are needed to better implement our job and to better make this a training manual to train all of the hundreds of food service supervisors that are going to follow in our steps. Now as I said, I think we are remiss in our responsibility and what I have in mind is that if the knowledge that is here the expense that the Government has gone to bring us here and if we adopt a motion to receive these reports and then send them to the four winds in the field and get back many and varied interpretations and suggestions, the publication of this manual will be delayed for months and months. I think in the Committee Reports certainly we know what we want and we are remiss in our duties if we don't make our suggestions here and now because it is defining our duties and giving us the blueprint of our job and certainly we ought to be able to make intelligent recommendations and not pass the buck to somebody else.

MISS BOCH

I did want to say that it would help very much if you people would express and let us know now what you think about this recommendation. The book, as Major Tully says, has been written three times already, and if you still don't know how you feel about, but if you discuss it now it would help a great deal.

MAJ. JAYNES

No further discussion on this? Thank you.

MR. SMITH

I think that will be all of the reports we can have this morning. Colonel Harding, will you give us the time to come back.

COL. HARDING

It's 11:30; let's start in at 1 and then we can finish up this afternoon.

COL. HARDING

The next committee report which Colonel Durbin will make, will be on the consolidation of bread and pastry bakeries.

COL. DURBIN

Colonel Harding, ladies and gentlemen. I believe this is one subject that nobody is going to argue about, although I may be wrong. The consensus of opinion of the Committee was that as a matter of future policy, Army bakeries and pastry bakeries should be consolidated, but as a matter of the present it was entirely inexpedient to make a blanket rule to that effect, and that accordingly, except for new construction, each case would be considered on its merits. The reason for the rider on there, you might say, that at many posts, camps and stations in the Army, bakeries are so built that they can not be consolidated without expensive construction work of the kind which the Army can not now do. Therefore, we concluded that as a matter of future policy and building, they should be consolidated. But as a matter of present policy, each case would be considered on its merits. In addition, we considered the subject of field consolidation and I think that everyone of you that it is not at all feasible for the simple reason that distribution of pastry products in the field seems out of the question. So, therefore, we concluded that the field bakery company should remain as is. Any questions, or discussion?

CAPT. AVERY

Maybe I am wrong, but it seems to me that bread baking is a responsibility of the sales officer, Is that right? The central pastry bakery is a responsibility of the food service supervisor.

FLOOR

No.

CAPT. AVERY

Then, who's going to do it then. Let me continue with my point. If as I stated the food service supervisor has the responsibility of the central pastry bakery, how are we going to keep books unless we have separate store rooms, separate ovens, separate mixers, and separate everything, because you are bound to leave a little bit around.

COL. DURBIN

You have a very good point; however, I think it is very logical to approach a problem like this. If it's the Army's desire that pastry and bread baking should be consolidated, I am certain that some legal eagle of the Quartermaster General's Office will think out how to do it and make it work so far as the accounting is concerned. Therefore, I didn't concern myself with that, nor did the other members of the Committee.

CAPT. DILLMAN

Bread baking and pastry baking are two different professions.

COL. DURBIN

You are exactly right. We considered that in our deliberations and we didn't conclude that every bread baker ought to be a pastry baker, nor did we consider vice versa. However, a knowledge of the art is fairly essential to any cook or baker, as he never knows when he might be called upon to perform either one of those duties. And the primary reason we considered they should be consolidated is for economy of effort, economy of machinery, and we thought uniformity of products and we thought uniformity of trend.

MAJ. BRYAN

I have handled both of these gentlemen in the past, bread baker and pastry baker, and if you get them mixed up they are highly insulted and will walk out on each other.

COMMENT

If the Army has to work on the basis of diverse personality at the low level of operation, I think they had better close up shop. That's carrying things a little bit too far.

CAPT. HUBBARD

How many of the pastry shops are baking bread. In the Zone of the Interior, how much of the bread is baked? It is my opinion that it is purchased locally.

COL. DURBIN

That's one question which I don't think that I should give you statistics on, but I will cite for the Sixth Army as that is the only one I am intimately familiar with. The majority of the bread for the

Sixth Army is baked by the post bakeries. At our biggest stations is where we have the bakeries, where we don't, it is usually a small station.

MR. SMITH

I would like to arrive at a point of information for the group. We have the problem of writing these manuals. Sometime back we were preparing TM-10-414; that was about a year or so ago and at that time the question of consolidation came up.

COL. DURBIN

I think it all ties in together.

FROM THE FLOOR

Mr. Chairman, I move the adoption of the Committee's report as presented and recorded.

FROM THE FLOOR

I second that motion.

COL. DURBIN

All in favor; opposed; carried.

Colonel Harding, fellow conferees. It looks like the Bryans are having a field day here today. Remembering about the early turn of the century there was another Bryan also used to get into controversial arguments, which reminds me of a story of the Committee Chairman that got out and kept talking and talking and the General Chairman pulled his coat tails and he wouldn't sit down, just kept on talking. So finally the General Chairman shot him and he went over to the sheriff's office to report the murder. He looked at the sheriff and said, "I wish to report I killed a committee chairman". "You did?" He started to laugh at him and he said you are in the wrong office, go across the way to the game warden's office and collect the damages.

I would like to take a minute or two before I start on the report to say a word about food service. Perhaps I am the only old time member left in the OQMG, present in this meeting, when it started out. I would like to take you back to about 1940 down here on Constitution Avenue in the War Munitions Building when the Subsistence Division was there under a Lt. Col. Paul Logan. With him at that time was Major Robert Carter, Major Jack Powers, Major Mike Zwicker, Captain Curry, and your humble servant. From that little beginning (better include one more member - Mary I. Barber was in there at the time) has come two divisions and part of another division that we have today. That division expanded from subsistence into the various branches. Major Carter, later, of course, Colonel Carter as you know, had charge of non-perishable; Major Powers, later Colonel Powers, became the executive; and Major Zwicker, later with the aid of Ed Sheppard, became charge of perishables that branched out into the market centers. Our section branched out into the menu section, menu making, and I am proud that I still have a copy of the first master menu that was made. We also branched out into School Section, Refrigerated Section, Bakery Section, and many other sections. Of that group that branched out, of course, at that time we had moved to the Railroad Retirement Building and then down across from the War College, there are a few left in this room today of that original group. Major Tully over there, Captain Waters, Major Brearley over here who is in charge of the Menu Section, along with Jimmy Berts, and up there in the gallery I see John McCarthy in the Bakery Section, and what a bakery man he was. Dubie Clark had charge of the Food Service, which later branched out under Colonel Ward Cleaves. I remember when Dubie Clark came to the office he had quite a job to perform and you heard Jack Hennessy tell you that his hands were tied, and very much tied in the early days. We drew up various programs. These men that I mentioned did the pick and shovel work. Dubie was the man selected to carry the ball thru the line and he tried three times, I think it was, and failed. One Saturday afternoon he came to my desk and slapped his glasses down on my desk and said I am going to see the Secretary of War. Dubie did and we know the result of that program. I feel awfully proud

that I was able to serve at that time under that man you heard here this morning - that grand gentlemen Colonel Paul Logan. So that is the background I would like to bring to you in case some of you who are new in Food Service do not know about. Now, this Committee, of which I was made Chairman, has a report here on five points. It should have been headed by the man who is food supervisor from a camp, post or station. However, since I was the only one who had been a food supervisor in my day they gave me the unique committee of all women, and the report of this committee, we think, is what is desired. Something like the medical student, who had been out on a drunk the night before and was asked the next day on his examination certain questions. One of the questions was give six reasons why mother's milk is superior to cow's milk for instance, and being a little inebriated from the night before he couldn't give those scientific reasons but he thought he would give something. So he started out, number 1, the milk doesn't sour; number 2, it is sanitary; number 3, you don't have to heat it; number 4, it's easy to take on picnics; number 5, the cat can't get at it; and number 6, it comes in such cute containers. Now, this report is an answer, I am not sure what more it is. There are five points to it: I will read them; we will vote on them, I hope, with less controversy than my predecessors have had the luck with.

Number 1 - That regular monthly meeting be called by the food service supervisors. Any discussions, any questions? All right, we are ready to vote. All in favor, raise their hands; contrary - The I's have it.

Number 2 - That sufficient copies of the menu be supplied for all members: a. Copies distributed three days before feeding. b. That the mailing of the availability lists should be coordinated with that of the master menu. Now I will explain to you just what is meant by that. Quite often the master menu is late; as soon as it comes out to the post the sales officers, who usually gets the first copy, calls up and says I have one copy. He calls a meeting; however, he doesn't have the availability list and has to wait because nobody else sees a copy of the master menu on the menu board. So, I will read again: That sufficient copies of the master menu be supplied all members of the board. Copies be distributed at least three days ahead of time for the purpose of perusal, making corrections, or anything that is desired to make. And the third point, that the availability list of subsistence items for the coming menu, on that particular menu be mailed to coordinate it with the arrival of the master menu, or vice versa. Discussion.

FROM THE FLOOR

A very short item - Why can't the availability list be inserted as a part of the master menu coming out of this office and save getting one lost or the other one lost?

FROM THE FLOOR

The availability list comes from Chicago, Colonel.

FROM THE FLOOR

Don't you get it here in the OQMG?

FROM THE FLOOR

I will have to check with Colonel Kirchner. If there is any way that that could be arranged, it would be a tremendous help in the field. That is my thought on the thing.

COL.. KIRCHNER

We have taken up this question of availability lists, I am speaking of the subsistence items which come from market center, and with the market center arranged originally to have that list come out twice; one to arrive at posts 75 days before the menu is operative; and the second list to come 45 days before the menu is in force, so that the post board would have the original list on their first changes and the second list for their 30-day revision. This was done for several months and then the market center notified us that the changes were so great between the 75-day list and the 45-day list that there was really no point in sending out the 75-day list. So from their standpoint of the knowledge of the availability of the items, 45 days prior to the menu is the best that they can do.

MAJ.. BRYAN

Discussion? Questions? We are ready to vote. All those in favor, raise their hands; contrary, raise their hands. Carried. These are the first two points pertaining to the over-all picture of menu board meetings, and the next three points deal with procedures that menu boards should follow, what we believe for the best advantage of the post, camp or station. These next points pertain to procedures in conducting a meeting of the menu board. As post food supervisor at Camp Campbell two years ago the senior officer who was then in charge of the meeting was the post surgeon. Finally, the Service Command passed a ruling that the post food service supervisor should be in charge of the meeting. That straightened out at that time and the meeting was more or less unique. To say a few words about something: the sales officer usually made up the menu is the way the thing used to run instead of the supervisor guiding the meeting. So in order to prevent anything like that if it still exists at any post, the next three points cover procedures in making up the menu for that particular camp, post or station at the meeting.

MAJ. BRYAN

Number 3 - Suggested procedures for menu board meetings, and under that the following points: Number 1 - Sales officers report on availability in menu items. Number 2 - Report of available substitutes including any surplus items. Quite often sales officers have surplus items that they want to get rid of but he doesn't always have to take them because they want to get rid of them unless they fit into the menu in the proper place. Number 3 - Are suggested substitutes or surplus foods acceptable to the troops. Number 4 - Are all available items on the menu acceptable to the troops. First, substitutes or the surpluses are they acceptable; and secondly, what's on the menu - are those items acceptable; and last, are the Army Ground Forces and Services representatives in agreement with acceptability of the menu as revised by the board. Now, I am using the word Services here as Colonel Macatee has recommended referring to hospital, quartermaster, signal and any other unit. A good supervisor meeting includes representatives from all branches on the posts even though they don't have voting power you can always let them have a discussion power. So the last one, Are Army Ground Forces and Services representatives in agreement with acceptability of the menu as revised by the board. So many times they are not consulted. Ready for discussion.

COL. SMITH

What effect on all commanders represented on the board? We have some stations which are peculiar; they combine Navy, Army and Ground Forces.

MAJ. MIRONOFF

This subject of acceptability of food and the decision could be made by the menu board is something, I believe, that should be discussed here and clarified. Now, I know that there are certain items issued to organizations of which we have a surplus. I would say one of them is asparagus. Now, if we consider acceptability of this particular item on the basis of my observations in the last three or four months, I would say that it is about 99% unacceptable. It's definitely an inferior product and it is totally unacceptable, to the extent where if a soldier receives some of that food on his plate and it accidentally got mixed up with some of the other food, the other food was discarded as well as the asparagus, number 10 cans of asparagus. The question is: What should be done with this unacceptable item. What will the sales officer do if the menu board decides that this item is unacceptable. Just now we have surplus rice, and we have received instructions to increase the amount of rice in the menu. Now, that is more or less mandatory and even though the menu board feels perhaps the troops get a little more rice than they care for, still I believe the rice should be used. But in the case of some of the items like asparagus and maybe one or two others, I would say it is definitely unacceptable; something should be done to dispose of that item because it all goes in the garbage can.

FROM THE FLOOR

Question? If there is no further discussion, I move the adoption of the recommendation of the committee.

MAJ. BRYAN

Raise your hands in favor of; contrary. I's have it.

Number 4 - This one deals with the menu board, and reads as follows: "The entire menu board will reconvene if, number 1: The nutritive value of the revised menu does not conform to the standards of War Department Circular 33, 1946. Number 2: The monetary allowance is exceeded. Now I don't know how it works at all stations, but quite often after the menu is revised the sanitary officer, the dietician, has to go and figure the nutritive value of the menu; sometimes it is out of balance, and secondly, the sales officer has to figure it also if it exceeds the allowance. But many times when it does happen either one or the other cuts out on the menu and that's the end of it. We put in here, number 4, that the entire board reconvene to discuss this. We feel that it is necessary that the board should know what the changes were and why. Discussion. Questions? All in favor, raise their hands; contrary. Carried.

The last one is number 5 - The post food supervisor, for example is the man who is really on the job. He has his fingers on everything. He especially watches the garbage can. He can answer you on the following questions that we have made up here, but I am wondering how many other post food supervisors could answer them. We have made up here a series of guide sheets that should be placed with the minutes of each menu board meeting, a series of questions on that paper to be filled in, and the menu board answers them and places with the minutes of that particular meeting. Those minutes can be referred to at any time by visiting inspectors from the War Department, or Services, or Ground Forces, and they can see at a glance the approximate causes of certain conditions at that particular post and why they happened during the past month. Now the following information on the preceding month's mess activities will be incorporated in the minutes of the board meeting. There are five parts to this. There are about 8 words to a sentence, so it is easily understood. a. Adequacy of the ration; is the ration adequate. For instance, we have bakers and cooks located at docks the first part of the month or two weeks those new men come in is the proposition of feeding. They are young fellows, 18, and it takes about two weeks to fill them up. In that case sometimes the ration is not adequate; however, steps have been taken by the Second Army to take care of that. It may not be so at other posts, camps and stations. b. Later substitutions and causes: Now later substitutions and causes at the last moment, you know, the sales officer may have to substitute

on the day of delivery. It's fine to make up a menu, and say oh, yes, we will have that for this particular day. Maybe there will be a truckers strike, railroad strike, or something and you have to make substitutions, so we want to know if there were later substitutions and why, so your number b. would be later substitutions and causes.

c. Preparation of meals: What kind of meals were prepared for the post during the past month? Was it an excessive preparation? Was it a corrective and timely preparation? I will read that number c. again. Number c. Preparation of meals: excessive preparation, correct and timely preparation. Then we want to know a little about the service during the past month at that post; how did it stand up. Was the service good there. Under that we have arrangement of cafeteria lines. Were they all fed into one line if it was a large outfit; or did you have two lines. The efficiency of the service. Was it given to the men courteously, or like I have seen in the past, a man sit on the edge of the table and take a piece of bread and throw at the men along the line. Some guy here is sound asleep in a pot of potatoes and he has a fork in one hand and the spoon in the others, brings the potatoes and wangs on the guy's plate. The efficiency of the service - proper size portions, too large, too small. Was that the cause of a waste. Number 4. Was there an opportunity to select the desired items by the men. If the men didn't like certain items did they have choice of selecting those items that he liked. Number 5. The garnishing and attractiveness of the food, eye-appeal; is it worthwhile? So under that d. I will read them again: The arrangement of cafeteria line; the efficiency of the service, proper size portions; opportunity to select desired items; and garnishing and attractiveness of meals. The next item is waste, the causes, incorrect information as to the number to be fed, and that happens a thousand times a day, the wrong number comes down from the orderly room as to the number to be fed. Usually the wrong one is the one they prepare the meal on, half the number of men show up so the cooks have a choice of putting all the food on their plates in hopes they will eat, or was it faulty preparations, or was it due to lack of variety, lack of color, for example, pork that is light in color, mashed potatoes, no gravy, and maybe pears, bread, poor food combinations or food preferences. There are the causes for waste. We would like to know the causes of waste, if any, on this post during that past month. It should be incorporated in the minutes: Excessive preparation, incorrect information, faulty preparation, variety, color, poor combination, food preference, or faulty cooking. The next one: Personnel, we want to know a little about personnel for the month. Did we have sufficient personnel. Were they properly trained. Next we want to know a little about the equipment: Was it sufficient. You would be surprised how many mess halls are running on insufficient equipment. I was in one one day. They had five hundred ration pans and while I was there one caught fire on the range. I asked about it and he said four of them were leaking and he made no effort to get replacements. One: sufficient equipment and number two,

is it properly functioning. And the last part of the report would include training of personnel in food service schools; percentage of mess officers, supervisors, stewards, and chefs trained in food service schools during the previous month. How many officers and men were trained in food service schools at this particular post during the past month, 10, 12 or 15, whatever it would be. Then, we would also like to know the percentage of school trained personnel lost during the previous month. We train them but then they are discharged, transferred, or re-enlist elsewhere. We find that the biggest problem is at Knox. We had hoped at one time of having every man trained in the food service school there, and about the time Major Brusden there gets the RTC and other components almost up to strength he gets a report that about 50 percent of the cooks are not trained. He starts checking and finds they have been discharged, sent overseas, elsewhere, and so on. So we would like to know how many were trained, and also how many were lost during the month. Those are the recommendations; that's the last one. That would be put on the form of a chart and any other information that the food supervisor would like to know would be made part of the record of the minutes of that meeting. In other words, he knows just what is going on in the causes of waste, causes of loss of personnel, condition of his equipment and machinery, and any information pertinent to food service. Discussion. Colonel.

COL. SMITH

I think you are getting too much to do in the menu board that does not pertain to the manufacture of the menu. You are branching out into personnel matters and you say you are asking for information for this menu board about personnel, status of cooks, mess officers, and so forth. In my Command I have that information; I give that to the menu board if they want it. If you get too much other items in this menu board meeting, from my experience, you are going to defeat the purpose of the board which is to prepare an acceptable menu from the best food that you can get your hands on. I agree with your comments on waste; you should know that; you should know why the food isn't being eaten. You should know what food items are not acceptable. That is some of the things you have to know, but I do believe the personnel should be kept out of that particular meeting. Colonel.

FROM THE FLOOR

Colonel, may I ask are you supervisor in your unit?

COL. SMITH

Yes.

MAJ. BRYAN

Well, I don't know. One reason that this has been included... After all Major McDonald back here comes out to Knox and wants to know about the machinery. Who does he go to. He goes to the messes but he takes the food supervisor with him, and the food supervisor is the man who ought to know this. Discussion.

CAPT. AVERY

It seems to me that the primary purpose of the menu board is to modify the menu to suit the personnel at that station. Based on my past experience it is going to take anywhere from four to six hours to properly modify the menu at each station. This additional information, other than the one that is actually pertinent to the modifying menu will merely take us additional time and will cause the personnel on the menu board to lose interest in doing their proper jobs.

MAJ. BRYAN

The reason this was inserted in here - we appreciate your point there that it is the food supervisor's job to know what is being brought out to those other members present who are from the different representatives from the Armed Forces and Services to know exactly the condition of that post and what might pertain to their particular messes or sections, the idea being to bring it to their attention.

CAPT. AVERY

To add just a little bit more to it - Is this to be constituted as a mess counsel and a menu board?

MAJ. BRYAN

Just suggested procedures for the menu board.

CAPT. AVERY

Because the duties of a mess counsel and the duties of a menu board are entirely different. If it is desired to have the additional information that you require, then I think the proper thing to do is to appoint a mess counsel, composed of officers from interested organizations, to show cause why their mess hasn't had the improvements made in it that are required by current directives and show why their mess hall is falling down in maintenance and other things, and perhaps apply a little pressure where necessary to get the job performed, but I think the menu board should at all times be interested in anything other than the modification of the menu.

FROM THE FLOOR

I recommend that the form be deleted.

FROM THE FLOOR

I second it.

MAJ. BRYAN

It has been moved and seconded that it be deleted. All in favor, raise their hands; contrary. Deleted.

FROM THE FLOOR

Is that personnel? Training?

FROM THE FLOOR

The whole form.

MAJ. BRYAN

All in favor of the whole form, raise their hands. Okay.

FROM THE FLOOR

Read it again, just the headings.

MAJ. BRYAN

Adequacy of the ration; later substitutions and causes; preparation of meals; services; waste; personnel; equipment; and training of personnel. There are eight sections.

MR. SMITH

I am a non-voting member of this conference, but it seems to me that that part that has to do with food purely, and making that as a matter of record, particularly that later substitutions and reasons why, seems sensible. I agree that that part that has to do with personnel, training, and equipment should not be a part of it. I am particularly interested in it because we are revising TM 10-215 now and also 401 and both of them have information in them on post menu board. I would like to see a motion put before the house that that part which pertains to food be kept and the other deleted.

CAPT. STUDLEY

Is the normal function of the post menu board quoted in their minutes the action that is taken at the meeting, and we believe it is customary to show those reasons for substitutions in menus and causes therefor, and they should not necessarily have to submit a recommendation regarding equipment, personnel and training.

MAJ. BRYAN

These causes or later causes at the time of distribution, not during the meeting.

CAPT. STUDLEY

Sir, we have a recapitulation sheet and the cooks work sheet which shows the changes.

MAJ. BRYAN

But they are not incorporated in the minutes.

UNIDENTIFIED COLONEL

I think that what Mr. Smith brought up is an excellent point. I agree that that information should be available but that is the sole purpose of having a food service supervisor on that menu board to advise the menu board that he is wasting certain items. I don't see any need for including that in the minutes of the meeting. The food service supervisor should have that information present at the meeting and should tell the remainder of the board about it. That's his purpose of being there. The doctor is there for nutritional purposes to see that the thing is adequate. The sales officer is there to tell us what he has in stock, and all together they balance up the menu.

MAJ. BRYAN

I agree with you 100 percent. This is just a suggestion to make sure they do it.

UNIDENTIFIED COLONEL

We are.

MAJ. BRYAN

The following items (we will make the vote this way), The report

should include the following points only: Adequacy of the ration; later substitutions and causes; preparation of meals; and services; and waste; and the following be deleted: personnel, equipment and training. I will read that again to make sure you understand it. That the following be included: Adequacy of the ration; later substitutions and causes; preparation of meals; services; and waste; and the following be deleted: personnel, equipment and training. Questions? All in favor raise their hands; contrary. The I's have it. That's all I have.

COL. KIRCHNER

At this point I would like to make an announcement which I think effects some of the discussion we have had. The Quartermaster General's Office, particularly, I think, the Food Service Division is very much interested in gaining and continuing to gain information from the field on various subjects. Obviously, we can't have these conferences too often, but we feel that we have a very interested channel thru the food service supervisors in gaining information which ordinarily hasn't come in a routine manner to the Office of The Quartermaster General heretofore. There will be a revision of the progress report which will be requested from Army level and comparable level in the Air Forces. That revision will be placed before you by Mr. Smith's Committee. It is much more comprehensive than the previous one, in that it includes information on personnel and training personnel which we feel is very necessary not only for our information and that of Personnel and Training Division, but also important to the Army food service supervisor from the post level. There is other information included in that report which I will not go into in detail since you will have the report shown to you, but I would like to say particularly regarding menu planning we are in need of a great deal of information from the field. For instance, the components of a ration as issued for each 100 men as specified in the master menu, that information has been gathered from various sources during the war years. Some from the National Livestock Board on meats and others from other civilian organizations. We realize from checking with certain posts that we've used as guinea pigs for information that these issues are not correct and are not what you want in the field. We are sending out in the near future a menu planner's guide. In fact there will be several of those in the various food groupings down thru the Army supervisors which we will ask them to distribute to post or base level, and have the food service supervisors place in that list the amount of each item that they normally feed per 100 men. We will then have a comprehensive survey of the whole Z/I and can more intelligently prescribe the issue in the master menu. That is just one point. We would very much like to have you add to this program report on separate pages even though the report itself does not actually question you on any particular subject that you are interested in. In those additional pages bring up your problems. They will be screened then thru Army level and will come to us as an expression of your Army Area or Air Force Command. Subsistence Branch is very

much interested in what is acceptable and what is not, and we work in very close collaboration with them. They would be very glad to have information such as was brought out by Major Mironoff on the question of asparagus. You have been asked to absorb excesses, particularly a year ago excessives that had developed when the war ended and had to be absorbed, but Subsistence Branch, Supply Division, know that it was a hardship on you to absorb those excesses. When the opportunity came to switch those to civilian feeding overseas, a great deal of it was shifted in that manner, and there is a very definite feeling in Subsistence that they will not ask you to absorb excesses if it is at all possible to get rid of them or distribute them in any other way. But your information coming to us in that normal routine, that report, will be of great benefit in all our work and particularly in the development of the master menu which we have many ideas of revision to put into effect once the type of rations we are to use is definitely established.

MAJ. MIRONOFF

I would like to qualify my statement on the acceptability of this asparagus by stating that a certain amount of surplus can be used up in messes and the men as a rule like asparagus, but in this particular case, I say we have such large percent of men who renege on the asparagus because of the extremely poor quality. It is very woody, fibrous and tastes more like a musty hay rather than asparagus. I am sure, on the whole, asparagus is a desirable item with the men and when we speak of the acceptability of the food, we should always consider the quality of the product and the way that it comes to the men in the messes. In this case, I say the product is definitely unsatisfactory, and that is the reason why it is so unacceptable.

COL. KIRCHNER

The Subsistence Branch is only too eager to get any definite reactions from the field that mean something, especially regarding any component which they can take some action on, for instance, and this is information particularly for the overseas commands, the question of too much fat in the hamburger, in the packaged meat, was reported and they are interested to know whether there is any feeling in the field that specifications are not being met in an item like that. If you will get the lot number or the proper description of the item, where it came from, and when it came, so it can be traced definitely, they will do all in their power to check on it thru the Supply Division and correct the situation, if possible.

COL. HARDING

Are there any other questions?

MAJ. DEAN

I understand that there are certain specifications on coding cans and packages so that they can be identified by date. I would just like to state that that isn't practiced. I still see lots of foods in the field that aren't coded and you can't tell what is in the can or when it was produced.

COL. KIRCHNER

That question came up as a recommendation from the Hennessy Committee. They had observed items that were not properly coded or dated and it was carefully looked into and the answer, as I recall it, was that due to war conditions certain contractors were called upon to furnish certain items and in some cases they had not dated or coded their packages properly. That has been very thoroughly gone into by Subsistence Branch and I am sure that a report of items that are not properly coded or dated will be interesting to them. Some of these things, many of these things, you can take up directly from post to depot or your local market center. Possibly they can clarify it. If they can not satisfy you and it is a question which your Army Command feels should come to the War Department, if it is a matter of sufficient importance and not a matter of local administration, we certainly would be glad to hear of it and do everything we can to give you the answer or straighten it out, if possible. Any other questions?

MR. SMITH

In the preparation of TM 10-401 we tried to work out something on the statistical end of the field of food service supervision. We tried to think in terms of the approach of the food service supervisor making certain surveys. Whether or not we have covered them adequately in 401 is a question in my mind. We stole a food waste survey that the OQMG had previously had prepared in 1943 and this is it bodily and it's there in Appendix I in the Manual. We tried to imagine how you would make kitchen surveys and so forth and Miss Boch going thru the existing manuals tried to work out the salient points that a food service supervisor should look for on the various surveys. We asked Major Dickson and his committee of the following: Major Dean, Major Whiting, Major Davis, Major Hartman, Major Mironoff, Major Baldwin, Lieut. Zelimer, Mr. Smith and Mr. Boyer, to review the material that we had prepared on survey to see whether they considered it adequate for a food service supervisor. We will have a report from Major Dickson.

MAJ. DICKSON

Ladies and gentlemen. We looked over the last half of this book in the appendix and we came up with some recommendations, which I hope are not too controversial. This business of survey is something that everybody has some kind of an idea of his own about, and, of course, in our opinion, very well in the book. A couple of people who had quite a bit to do with the writing of this book seemed to think that they hadn't done such a good job, but there were several of us who decided that they had done a good job, and we did not add anything to it other than the two forms Colonel Landaw brought out and we took nothing from it at all. We left in there with this provision, and I would like to read it: Food survey as outlined should be conducted at Army level but may be used by any food supervisor to make an analysis of its messing conditions. In making the survey as outlined in Appendix I it should be conducted at Army level with the understanding that the Medical Corps will make available nutrition officers and laboratory facilities in order that such survey will be appropriately rounded out. This does not prevent any food supervisor at whatever level from making such use of a survey as it is deemed practicable. Now, that was our recommendation that this survey in the back of this book, TM 10-401 be held at Army level, but left in the book. At first we thought that perhaps it might be better to take it out of this book and put in a simplified one for a food service supervisor thinking in terms of post or smaller. Then we thought that perhaps it would be best to leave it in and put it at Army level, and if you want to make some substitution for post or smaller supervisors. Now, any discussion on that from any one? To make it at Army level? Is there anybody who

thinks it should not be on Army level, that it should be down further? Remembering that every post food supervisor in order to run this survey must have about 12 or 15 pretty well qualified people and also two weeks' time. It's quite a large deal, and I don't know of a post food supervisor, not very many Army food supervisors, that can scatter food around and run this survey with the personnel at hand. They are going to have to have some help on that. So, I believe putting it at Army level is best. Anybody disagree with that? Would you like to vote on it now?

FROM FLOOR

Yes.

MAJ. DICKSON

All right, let's vote. Everybody in favor of having it at Army level and those opposed. Carried.

This is another one. The Training Division should prepare a modified outline susceptible of use by food supervisors at lower levels than the Army, or equivalent headquarters in the Air Forces. The committee felt that due to the time limit that it was the wrong agency to provide an abridgement of the comprehensive survey now proposed for publication in the manual and leaves it in more competent hands. That is not passing the buck, gentlemen. Without going into too much detail it would take quite sometime to go over these surveys as they are written up here now, and decide which to throw out and which not to, and I believe that the people who wrote have a whole lot more knowledge of this than we do have and probably ever will have. So, I think something is necessary for a survey to be made by a post food supervisor but I do think it should be quite simple. I think some of these forms, or maybe even some new forms. Everybody can make new forms but it is a question of whether or not they are of any value after they are made to substitute for something. So, I would like some discussion on that. What do you think about a simplified survey, for a post food supervisor that he can do with say two or three people and do possibly in a week or ten days' time. Yes.

MAJ. DEAN

At Fort Benning one of the battalion food service supervisors inaugurated a program in his own messes, conducting that survey. He closed one mess for a period of two weeks and consolidated the feeding in another. He used the crew from the closed kitchen to survey the one being used as a consolidated mess, then vice versa the next month. It worked very, very satisfactorily.

MAJ. DICKSON

Well, that's one way of doing it. I don't know whether you want to do it that way or not. That's one way of doing it though and it was successful. And Major Dean there saw it done and says it was done successfully. Does anybody have any objection, or does any one want to take a vote now on whether or not there should be a recommended small form for post and smaller level supervisors?

Those in favor of it will signify please by raising your hands. Those opposed. Motion carried.

Now, here's the last one. It is, of course, not known what the attitude is of other committees who served on the manual will come up with, but it is the feeling of this committee that the manual in its presently revised shape must be of provisional nature so that thru field testing both by the Ground and Air Forces its contents must be flexible, susceptible to permit amendment as spot checks or inspection indicate or dictate in effect. Now, that is exactly how this manual has been written in the first place. I have talked to Miss Boch and Mr. Smith told you awhile ago that it was taken bodily and changed. The whole thing being that it is going to have to be worked out to tell whether or not it is practical, and whether or not it should be changed. Sitting up in a room you people can not decide whether this is going to work perfectly or not, but actually in the field making the survey they will be able to tell what to throw out and what to put in. I believe that's correct and I would like to offer that as a suggestion that it be done that way with the thought in mind that if anybody ever comes up with an idea about how to change this survey that they can write in and I am sure that Major Smith here will give it a whole lot of thought. I don't think that needs to be voted on. That's all I have.

MR. SMITH

I would like to re-emphasize very, very briefly the thoughts Major Dickson left with you as to the materials that go into the manual. Miss Boch has, thru her skull duggery, picked up a lot at this conference. Some people brought inspection report forms and this, that and the other. I think she stole everything Colonel Buckley had. But if you do run across material or devise material, if you will send it in to the Food Service Division or to the OQMG, it can then be evaluated and maybe used Army-wide.

MR. SMITH

One of the things that is very important particularly to the base and post food service supervisor and also to you at the higher level is the evaluation of the progress of the food service program. Back in 1943, we had, I believe, by ASF Circular 145 an attachment thereto of the reporting forms on the food service program. Major LaForge in our office has been working for a number of months on the revision of this form. He has sent copies out, I think, to the Armies and so on for comment, and then he had a committee composed of himself, Major Anderson, Major Pitlak, Major Downey, Captain Avery, and Captain Burke to go over this form again, and since that time I think they made some changes to it. Major LaForge has gotten out and had mimeographed copies made and he is ready to let you know what their committee decided.

MAJ. LA FORGE

I think probably most of you have seen this form. This one here is the installation food service report; this other one is the Air Command, or Army Area report to the War Department, which is a consolidation of the information contained in the installation report. As was told you, these were transmitted to Army Areas for comment and to Air Force Headquarters. The original report was drawn at the Food Service Division and passed to the Army Areas and Air Force Headquarters; the comments have been consolidated, and the committee went over the comments, added some and deleted others. I hope that you all will see fit to pass this report, if you will, and I will try to get War Department directives drawn up to authorize the use of it, which, I believe, will be of immeasurable assistance to you at higher level headquarters, in giving a picture of the progress of the program at the base or installation level. The Sub-committee was composed of Air Force, Ground Force, a School Commandant, and myself, and we think it is a good reporting form which will meet with your approval. It will give to you at higher level the information that you require from your installations. I don't think it is necessary to discuss the report itself; here's the installation report, which is the basic report, it speaks for itself, and rather than for me to discuss it point by point, I would rather have the floor make comments themselves and finally attempt to approve both forms. I think it is a step forward, and all the information in the report of progress contains what we need here at War Department level, in OQMG and the Staff itself. You understand that the reports are merely rough draft. It contains all details. We had very little time to draw these reports up.

FROM FLOOR

You say these come into your office?

MAJ. LA FORGE

This will be a monthly recurring report.

FROM FLOOR

Installation report?

MAJ. LA FORGE

The installation report will go up thru various levels of command up to the Air Command, probably to the numbered Air Force, up to the Air Command Headquarters, which will reconsolidate it, I imagine, and passed to the Army Air Forces, and in turn they will pass over to us, so far as Air Forces are concerned. As far as Ground Forces, it will come from station to Army Area, the installation report from the station to Army Area headquarters, consolidated, then from Army Area to OQMG. I will have to get Colonel Bryan to give me the distribution assignment of AAF. But the report itself, I would like to come in with your approval of it. You notice, I call for nothing on meat cutting plants inasmuch as there will be a separate report coming from stations that have meat cutting plants, so it is not necessary to duplicate that information.

MAJ. PUTMAN

Question. In the second column here in the Report of Progress, these abbreviations you have: RTC - Replacement Training Center, is that right?

MAJ. LA FORGE

Right.

MAJ. PUTMAN

OT?

MAJ. LA FORGE

Other Troops.

MAJ. PUTMAN

PAT?

Section I			
Type of Units	Replacement Training Command Units	Other Troop Units	Patient
Av. No. of Men Feeding under Field Ration Daily			
Av. No. of Men Feeding under Garrison Ration Daily			
Av. Ant. Exible Waste per man per day			
Indicate No. of each type of Mess (include Officers and Enlisted Field Ration Messes, and Garrison Ration Messes)	Family Style 100 or less		
	Family Style 101 - 250		
	Family Style 251 - 500		
	Family Style 501 and above		
	Cafeteria Style 100 or less		
	Cafeteria Style 101 - 250		
	Cafeteria Style 251 - 500		
	Cafeteria Style 501 - 1000		
	Cafeteria Style 1001 and above		

SECTION II			
No. of other Feeding Installations supervised, including Post Restaurants, Post Messes, PX Restaurants, Officers Clubs, Service Clubs, Snack Bars, etc.		Average No. of troops served daily by Central Pastry Shop	
Total No. Field Rations authorized, as indicated by totaling Ration Requests received by Sales Officer, to include requests for issues from the first through the last day of the ^{past} month		No. of times installation Field Ration Menu listed items to be prepared in Central Pastry Shop.	
No. of Field Rations issued on Meal Basis during past month	Breakfast	Total lbs. raw fat and trimmings processed for rendering during past month in messes and fat rendering plant	
	Dinner	Total amount of rendered fat derived from raw products both in messes and fat rendering plant	
	Supper	Total lbs. of lard or lard sub. required for field ration issue, and garrison bakery	
No. of Rations issued on straight ration basis during past month		No. of persons employed at Fat Rendering plant	
Value of Field Ration for past month			
Caloric value of ration, as issued for past month		No. of times the services of civilian consultants were utilized during past month (list details in Section IV)	
Dollar value of subsistence surveyed by Sales Officer during past month due to spoilage, deterioration, insect infestation, or improper storage or handling			
Dollar value of subsistence received from Market Center that was rejected as being unfit for human consumption			
Dollar value of subsistence received from Market Center that was rejected due to being below authorized standards			

SECTION III

PERSONNEL AND TRAINING

Personnel	No. Authorized at Installation	No. Short or in excess of authorized requirements	No. completed prescribed Food Service Training	No. now taking prescribed Food Service Training	No. lacking prescribed Food Service Training
Food Service Supervisors					
Food Service Technicians					
Mess Officers					
Mess Stewards					
Cooks					
Master Meat Cutter					
Meat Cutter					
Master Baker					
Baker					
Pastry Bakers					
Food Service Apprentices					

SECTION IV

List general recommendations considered as an improvement to the Food Service Program, comments on surveys, or tests completed during the reporting month, and such other information considered of value to general improvement of the program.

REPORT OF PROGRESS IN THE FOOD SERVICE PROGRAM

REPORTS CONTROL SYMBOL

ARMY OR AIR COMMAND

FOR MONTH OF

194

STATION	SECTION I						SECTION II						
	Average feeding daily	Av. Amt. Edible Waste		Family Style 100 or Below	Family Style 101 - 250	Family Style 251 - 500	Family Style 501 and above	Caf. Style 100 or Below	Caf. Style 101 - 250	Caf. Style 251 - 500	Caf. Style 501 - 1000	No. of other instal. super- vised	Total No. Field Rat- ions Auth.
		Per Man	Per Day										
		Fld. Rat.	Car. Rat.										

SECTION II (CONTINUED)

STATION	No. of Field Rations issued on meal basis			No. of Field Ration issued on straight ration basis	Value of Garrison Ration	Value of Field Ration	Caloric Value of Ration, as issued	Value of subs. surveyed by Sales O. due to spoilage, etc.	Value of subs. from MC rejected (unfit for human consumption)	Value of subs. rejected from MC (below auth. standards)	Av. no. of personnel served daily by CPS.	No. of times FR Menu listed items to be prepared in CPS
	B	D	S									

SECTION II (CONTINUED)		SECTION III								
STATION	No. of times items act. prepared in CPS	Total lbs. raw fat & trim. processed for rendering in messes & Rend. Plant	Total lbs. rendered fat derived in messes & Rendering Plant	Total lbs. of lard or lard sub. req. for Fld. Ration Issue	No. of persons emp. at Rendering Plant	No. of times Civ. Consultants utilized	FOOD SERVICE SUPERVISORS			
							NO. AUTH.	NO. SHORT OR EXCESS	NO. COMPL. FS TRAIN.	NO. LACK- ing TRAIN.

SECTION III (CONTINUED)

Mess Officers					Mess Stewards					Cooks					Master Meat Cutters				
No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.
Auth.	Short or Excess	Comp. FS Train.	in Train.	Lack- ing Train.	Auth.	Short or Excess	Comp. FS Train.	in Train.	Lack- ing Train.	Auth.	Short or Excess	Comp. FS Train.	in Train.	Lack- ing Train.	Auth.	Short or Excess	Comp. FS Train.	in Train.	Lack- ing Train.

SECTION III (CONTINUED)													
STATION	Heat Cutters					Master Packers					Bakers		
	No. Auth.	No. Short or Excess	No. Comp. FS Train.	No. in Train.	No. Lack- ing Train.	No. Auth.	No. Short or Excess	No. Comp. FS Train.	No. in Train.	No. lack- ing Train.	No. Auth.	No. Short or Excess	No. Comp. FS Train.

SECTION III (CONTINUED)

SECTION IV

List number of field trips made, general recommendations considered as an improvement to the Food Service Program, comments on surveys or tests completed during the reporting month, and such other information considered of value to the general improvement of the program.

STATION	Pastry Bakers				Food Service Apprentices				No. Lack- ing Train.
	No. Auth.	No. Short or Excess	No. Compl. FS Train.	No. in Train- ing	No. Lack- ing Train.	No. Auth.	No. Short or Excess	No. Compl. FS Train.	

MAJ. LA FORGE

Patient. This will be a much better form when it is drawn up by the Art Department. It was just run up by one of the girls in the office very hurriedly. Does it meet with the general approval of the assembly?

COL. SMITH

Getting back to the fundamental basis of a command report to the higher headquarters, if I render you a report from my command, I see no reason why I should list every station. When you say station in the Caribbean Air Command, you are covering about 40 different activities. Do you want a book, or do you want information? I suggest that the command part of this report simply list the commands from the 12th Air Force of the 8th Army. You want consolidated figures for this office.

MAJ. LA FORGE

Not necessarily. In case of your command-

COL. SMITH

I presume that you mean you want each individual station listed and then the total.

MAJ. LA FORGE

I would very much like to have it - right. It will be merely a point of headquarters consolidating station reports.

COL. SMITH

Well, you're not consolidating it when you put each station down.

MAJ. MIRONOFF

In this Report of Progress, 3d column, we have "Amount Edible Food Per Man Per Day." Gentlemen, my experience with these reports on the amount of food wasted in various organizations, posts, camps, and stations, and such, that I say the report has no relationship to the edible amount of food wasted as determined by food service supervisor visiting the mess. In fact, I had a report submitted to me that indicated an absolute minimum amount of waste, and upon actual visit to the messes I found that they wasted more food than probably a half dozen other organizations in the Army Areas. I think this amount of edible food wasted per man should be determined by actual visits by a food service supervisor and not taken from the cook's worksheets on which the

the entry is made by the mess sergeant. I think we are misinforming the high commands right along on the amount of food wasted at various stations.

MAJ. LA FORGE

That depends on the strength of the station supervisor how he administers the Program.

MAJ. MIRONOFF

Well, all right, the food service supervisor might have as many as ten or fifteen or twenty messes to visit and he can't visit them everyday, so he accepts the information given by the mess sergeant or the cook on the cook's worksheet and from that he determines the amount of food wasted per day per man for the entire command for a whole month and he renders the report to me as a food service supervisor of the Second Army. When I visit that station I find more waste in probably two or three organization messes than the amount shown for the whole month for the entire command. I know this is not only my experience but you will find there are a great many other gentlemen here in the auditorium who have had similar experience. So, I say this problem here is superfluous.

MAJ. LA FORGE

In 10-401 isn't it true that there is a system established for determining edible food waste from your survey plans? Isn't there Mr. Smith?

MR. SMITH

Yes, Sir, there is, but that's the very thing that Major Dickson brought up this morning as being too difficult for an average post food service supervisor to operate. We have that plate waste survey in Appendix I that was primarily for food waste, but it will also give you information on troop preference in preparation waste and so on, but it was primarily on the food waste deal. I agree with Major Mironoff that the basis for this report is going to be the cook's worksheet. How you can make the cooks be honest as to what they report as food waste, I don't know. I think that the Army definitely wants to know what the food waste is, and we have got to have some basis to work on for correction. How you can get honest figures is something I don't know the answer to.

MAJ. LA FORGE

Yes Sir, Colonel.

COL. LANDAW

Not being a Methodist preacher, I am not a very good speaker. Gentlemen, I would like to leave one thought - I was going to leave it later on but thought now would be as good a time as any - but what I was going to say is that I am sometime negligent myself. In child psychology we do not tell a bad child that he is bad. We have to tell that child that he's a good child, and before we too readily condemn a mess, I have seen some good messes in the Army; the school system, fine schools, fine products come out of the Army; on-the-job training, I have heard some good reports from the Armies of on-the-job training. Before we are ready to condemn, let us as officers evaluate ourselves to see whether we have carried out our portion of the food service program and to use the old phrase, "carry thru."

MAJ. LA FORGE

Well, what are the wishes of the conference?

MAJ. ROSARIO

Inasmuch as we have nothing to do with the patient feeding, I think that the patient messes should be taken away from us.

MAJ. LA FORGE

Patient feeding is as much a part of the food service program as troop feeding, and inasmuch as there is a post food service supervisor at general hospitals, we want information contained in the Army Food Service Progress Report as to patient feeding in general hospitals to be received at War Department level.

MAJ. JENSON

Our edible waste contracts are set up during the first of July on a per pound per man per day basis.

MAJ. LA FORGE

Edible waste?

MAJ. DIRKSON

Edible waste per pound per man per day. Somewhere along the line they got the information out of some periodical or something - that was the estimated waste of the Army, so that eliminates the process or procedure of messes working their wastes from headquarters.

MAJ. LA FORGE

I think those figures are off somewhere, a pound per man per day is pretty stiff, I think.

MAJ. JENSON

(Comments inaudible)

MAJ. LA FORGE

A man would waste a pound a food per day?

FROM FLOOR

3 ounces per man.

MAJ. LA FORGE

2.5 ounces is more like it.

MAJ. CORDELL

You are going to have to give us a few more sections under this Section I, Report of Progress, because we have 1,500, 2,000, 4,000, 6,000 man messes operating in the Training Command.

MAJ. LA FORGE

If the Air Corps thinks it is necessary, we will gladly include 2,000, 3,000 or whatever you see fit.

COMMENT

You can strike out those not applicable.

MAJ. LA FORGE

In the proposed War Department Circular we are covering this to authorize it, we don't know just which captions are not applicable, and will not be filled in, by stations filling it out. I would like to have your approval on it. I would like conference approval on this form, subject to corrections that may be made in the Office of The Quartermaster General and agreed upon by Headquarters, Ground Forces and Air Forces. The body of the report will not be changed, nor the spirit of it, just minor corrections as were made awhile ago concerning the number or types of messes, or any other minor corrections. All in favor, I would like you to raise your hands. Yes, Major.

FROM FLOOR

All this information you call for on here of food service personnel, I am just wondering in the back of my mind if this is a starting of a separate Food Service Corps.

MAJ. LA FORGE

It is not. It is to give information to not only OQMG, but the Staff who calls upon us for figures quite often. I know of no other reason for the recurring report monthly as we have offered it.

COL. SMITH

I have not always been in food service, I am also in administration, and I am still thinking in terms of support; a recurring monthly report from one command headquarters to another is just about as unpopular as, let's say, when you are talking in your sleep. The fewer reports or the less frequently we have these reports recur, the better information you are going to get. I would like to approach the subject of making this command report to Washington on a quarterly basis, the same as your report on other materiel and most other Quartermaster reports. Your laundry reports are on a quarterly basis; your materiel forecasts are on a quarterly basis. Why not put this on a quarterly basis? You will get the same information in quarterly increments rather than in monthly, and it will enable the food service supervisors a little bit more time to check back. When I get a report from the base, I want to have a little time to check; maybe I don't believe this guy gets by .10 pound per man per day waste. I am from Missouri; I want to see that. I don't want to consolidate this in a big mad rush and forward it on to Washington. I would like to get these from the station each month, but I think a quarterly report from the command level on up to Washington would be sufficient. That's just my thinking; I would like to get an expression of opinion on it.

FROM FLOOR

You mean monthly from the station, and quarterly from command installation to Washington.

COL. KIRCHNER

There were several reasons for making it monthly, Colonel, from the standpoint of the Office of The Quartermaster General. One was, as you can see, the information on training there, is of extreme importance to the Training Division of OQMG in keeping in touch with the status of the training situation. Rather than have separate reports rendered to, or for, that Division, it was included in this. The other very im-

portant reason, which you will note in Circular 50, is that the Quartermaster is responsible to the Chief of Staff of advising him continually on the food service program at any time he may be asked for a report. That holds him to have a continuous picture in the Office of The Quartermaster General of the condition in the field; and a quarterly report, for instance, on training and some of the other activities there, is rather a long stretch of time. In other words, you get your quarterly report, this has been going on probably for two or three months, then the report is rendered, correction has to be made, which takes another two or three months. You have six months elapse there before anything effective can be done. That was one thought. Further than that, of course, the old progress report was rendered monthly. But there is one other point. We feel, in OQMG, that in collecting the data for this report, it is keeping the supervisors at various levels in constant touch with their own program. We are not asking for them to go out and get information which is not of continual value to them, so it is just a matter of filling out the information they have for us monthly.

COL. SOULE

Is it contemplated reports like this would be received from overseas commands? What is your deadline on that?

COL. KIRCHNER

We will give you plenty of leeway for overseas commands.

COL. SOULE

Well, I had visualized the Far East with some, Oh, I would just guess, instead of stations - of course we don't have stations - our activities scattered from hell to breakfast over there, I would say we probably have roughly some thousand localities. By the time we got the reports in from all those areas and consolidated them and gotten into Washington, it would probably be about three months after the close of each month. Also, I wonder where I am going to get the clerical work to do that consolidation. War Department Circular 50 sets up my office with one lieutenant colonel and four enlisted men. We have a lot of things to do and that takes quite a bit of clerical work to consolidate the number of reports that would be required. I just mention that as some of the problems that will come up. Also, I want to make it clear that we do not want to be excused from this; I merely wanted to know what your thinking was on it, so we can integrate our finding with it. I feel that the overseas theaters should fit into the program just like everybody else; we are still part of the Army.

COL. KIRCHNER

Colonel, not knowing too much about the situation in the Far East as to the amount of stations, or to how your small groups are scattered, it would be up to you, Sir.

COL. SOULE

Well, geographically, I just superimposed a sketch on the Globe of the Far East Command - superimposed it on the continental limits of the United States - roughly from Newfoundland to Nicaragua in Central America and from Maine to the State of Washington and Southern California to Mexico; that is just roughly our area.

COL. KIRCHNER

You do have mail service though, do you not, Colonel?

COL. SOULE

Mail service after a fashion. Very frequently we will get a letter from the Philippines say three weeks after it's mailed.

COL. KIRCHNER

It isn't a lack of appreciation of your problem, but as we visualize this you are setting up a routine of reports from your posts, your bases, and once that routine begins to work it would seem that that information would come along as your other reports would come to your Headquarters from the bases.

COL. SOULE

The problem of consolidation would be rather serious. Take the Area that Colonel Kay is most familiar with. He was the First Corps Quartermaster. They have activities down there on the Island of Kyushu that will take from three to five days for mail to get from the various regimental areas in Kyushu into say the division headquarters where they will be consolidated. There are at least two days' mail time and it's consolidated there and from there into the First Corps. By the time they get all their reports in and consolidated then there is another three to five days from there to Yokohama in the mail. Then there would be, even though Yokohama by express train is only 30 some odd minutes from Tokyo, it's very rare that we get a communication from the Headquarters, 8th Army in Tokyo under four days. The Oriental minds and the Oriental processes seem to have infiltrated into our Army. It just takes time.

MAJ. LA FORGE

But still, Colonel, we would very much like to have this information from your theater. The Conference recommends that the Installation Food Service Report and the Reports of Progress in the food service program be recognized as an official document in the food service program itself. All in favor kindly raise their hands. Carried. That does it!

COL. KIRCHNER

Colonel Junius R. Smith, Chairman, Training Committee will now give discussion on the recommendations of his committee and will conduct a vote when the discussion has ceased and tabulate that vote on the majority of the conference. Are there any questions on that? Colonel Smith will you start on the Training Committee?

COL. SMITH

QM Food and Container Institute

I am the chairman in charge of the Training Committee. This is not necessarily a group of school masters who handle this field. Though literally I have been serving as a school master myself. They told me to hit at first, probably was to smack Circular 50 into the head. However that has been discussed on this floor so we went go into those details, although some of our recommendations are predicated on the study of the misdemeanors in Circular 50. Now, first, if I may say that these recommendations are a consensus rather than unanimous vote in each instance; not to protect the conscience of certain dissenting members on certain of these points. But it was more than a majority of the opinion, probably 100% opinion, in most of the cases. The recommendations are but few but I think to the point. The first one has to do with the "selectivity" business we have been talking about to see that properly qualified personnel are sent to the various training courses. In that connection I will have to ask the indulgence of the Colonel here to give vent to something which I was riled up about as I heard Mr. Hadley talk about the elimination of high school qualifications or the possible elimination of that qualification. Cold shivers ran down my spine. I just want to say very seriously that if that goes into effect, where high school qualification is removed entirely, (I am supposed to say high school or its equivalent) that certainly is a retrogressive step of the most heinous character as far as I am concerned. You only have to recall the horrible spectacle of hundreds of thousands of clerical help pouring into Washington in the last World War and successively the entrance requirement went down and down to a point where they only had to sign their name to be put on the payroll for \$1620 a year. We will pay for that for years to come. It will be the same thing when we don't have the high school requirement for a career program like this. If the system is wrong why should we aid and abet the faults of that system by supinely accepting it and saying, "O.K., you don't have to have high school qualifications". Our first recommendation is as follows: It is recommended that all commands be advised that there be strict adherence to the mandatory qualification provisions in existing regulations with respect to the selection of personnel who will be sent to all food training activities. We thought that that would probably be put down in frame language what we have been talking about for a number of days. I realize it may involve the presumption that we may tell a CG somewhere that he doesn't know what he is doing. But, when you get

bakers coming to the master bakers course and his qualification is five years experience with a bakery company and he comes in there without having seen a piece of bread before, there is something wrong with the selection of that individual, and somebody higher up had better read the regulations again. That's the recommendation, our first one, ladies and gentlemen. Any comment on it? Colonel Bryan.

COL. BRYAN

Air Forces

Colonel do you mean by that recommendation to scrap from Circular 50 present paragraph 10 that provides for waivers of those qualifications in order to make them mandatory?

COL. SMITH

QM Food and Container Institute

No, we did not eliminate the waiver possibility because there would be exceptional cases. It does not exclude the waiver possibility.

COL. BRYAN

Air Forces

Do I understand also that you propose that it be mandatory that a high school education be stipulated, that that will not be waived in any instance?

COL. SMITH

QM Food and Container Institute

No, we didn't discuss that particularly. We were saying that whatever mandatory qualifications are set down, or as amended, must be adhered to.

COL. BRYAN

Air Forces

Well, I don't agree with you too much. What I have in my mind is that Circular 50 requires that any student that goes to a food service school after June 1st as a student in a mess steward's course must be a high school graduate. I have in mind a typical instance of a young man who had one year of high school, is 32 years of age, has an AGCT of 127 and under a strict interpretation, that man couldn't take the course. What I had in mind was it's possible that it could be set up. I want the standards high the same as you do but there might be set up some form of an examination for these older men with wide experience that they could qualify for a high school education. Because what is a high school education? A young man about 18 years of age might have 3 years of high school at some backward state in the South and while he may have a four years very high level education standard at some Northern school and I am basing this on the American Education Association's comparison of high school standards in certain states. I believe a man of greater years with a background of experience is a better qualified student than some young man of 18 and 19 years of age who has pursued a high school

course and possibly gotten through it. I would like to have some substitute as you say or equivalent or some form of substitute examination.

COL. SMITH

QM Food and Container Institute

Doesn't the continuance of the waiver in this paragraph 10 take care of that contingency?

MAJ. BRYAN

2nd Army

Except if you would say that it is mandatory that they blot those waivers. Maybe I didn't get the wording just right.

COL. SMITH

QM Food and Container Institute

Let me read it to you again.

MAJ. BRYAN

2nd Army

Very good.

COL. SMITH

QM Food and Container Institute

"It is recommended that all commands be advised that they pay strict adherence to the mandatory qualification provisions in existing regulations with respect to the selection of personnel who will be sent to all food training activities." It doesn't say that the waiver is out out. It is merely calling attention again and again to the qualifications that are asked for.

MAJ. BRYAN

2nd Army

Well, I think that if I were post commander instead of strict adherence to the mandatory regulations that would mean to me that he has got to be a high school graduate.

COL. SMITH

QM Food and Container Institute

Well, do you want to change the wording? What would you suggest?

MAJ. BRYAN

2nd Army

Well, if we could have that high school graduate or equivalent, which is taking the words out of your own mouth.

COL. SMITH

QM Food and Container Institute

Well, you must remember, Major that Circular 50 also covers some of the officer programs, and you have to have a general statement rather than being specific, as you suggest. Yes, Colonel.

COL. MACATEE

3rd Army

I think it is to Circular 50 which is published in Section V of Circular 100 which states that "personnel, qualified officer and enlisted personnel, authorized herein will be selected and assigned at once; will provide methods and plans for the stabilization of assignment, and for the replacement of food service personnel so that the maximum benefits may be derived from the training of, the experience of the individual.

COL. SMITH

QM Food and Container Institute

I don't believe in telling a commander that he will comply with an order that is already in effect. I say, if he does not comply with it, then tell him, and if you get personnel at your school who don't quite meet these qualifications send them back to him.

COL. MACATEE

3rd Army

I know but that is like looking the barn after the horse has been stolen. Why not select them in the beginning?

COL. SMITH

QM Food and Container Institute

Because there is the mandatory provisions that says he can't be selected in the beginning.

COL. MACATEE

3rd Army

You know perfectly well, there are a lot of Commanding Officers who just fill a quota; they won't even look at these requirements.

COL. SMITH

QM Food and Container Institute

And as you warned, they will still do it the same way.

COL. MACATEE

3rd Army

That shouldn't stop us from keeping on warning them, that's what we are trying to do here.

COMMENT

Yes, but you get a directive which says you will fill these quotas.

COL. SMITH

QM Food and Container Institute

I know that.

COMMENT

Where are you going to get them? You don't have them.

COL. SMITH

QM Food and Container Institute

Gentlemen, this is a committee recommendation. I've never had a good talk with the Major General until after he invited me into his office. What is your pleasure on this recommendation? Yes, Captain.

CAPT. DILLMAN

8th Air Force

I don't feel that good cooks, should have a high school education in order to go to a mess sergeant's course because the company commander will take this as an excuse to keep the good cook in his company. There are many cooks that don't have a high school education and, perhaps men like myself. I was a boy when I enlisted in the Army, never had the chance to go to a high school and it wasn't until last year, when I took the examination for a service commission that I found out I could be a high school graduate so only six months ago I got a high school diploma. I took the examination.

COL. SMITH

QM Food and Container Institute

I think that calls for a hand. Remember, gentlemen, my remarks about high school qualifications was entirely gratuitous, just a little of my own reaction to somebody else's remarks. We are not saying here as to just how this regulation shall read; whether it be high school mandatory or no high school, or high school or its equivalent. That isn't the thought of this recommendation at all. I mean, it has no reference as to how Circular 50 may be amended or changed. But whatever the final form of 50 is we say that the commands ought to be cracked down on and see that they are adhered to (whatever the recommendations are). That is the intended purpose of this recommendation. Now either you like it or you don't. Now are you ready to take a vote on it, Colonel?

COL. HARDING

I can't see that that recommendation is going to accomplish anything. You said exactly, that is what's in Circular 50. That those conditions are mandatory, but you leave the waiver in, so what have you gained? You might just as well have left it alone.

MAJ. BALL

12th AF

All through this conference, everytime anything comes up, we say that is the responsibility of the base commander. So let's give that responsibility to the base commander, of who goes to the food service school.

COL. SMITH

QM Food and Container Institute

Yes, Colonel, you are the last one. We want to see if there is time on this program for other committees to report.

COL. LANDAW

Ground Forces

I will more than likely be in Korea if I talk too much. I'd like to have an interpretation of this. I think it will answer a question up here. In paragraph 12, Circular 50 states "The QM is charged with the War Department responsibility for inspection of food service food service program (I think that includes Food Service Schools and mess) facilities throughout the army, for ascertaining the efficiency of and compliance with prescribed policies, procedures; that means Circular 50 as a procedure. That is something we should have in the program at this time. This program is already settled. We have already warned the Army commanders and other commanders. Would you interpret that Colonel, please?

COL. SMITH

QM Food and Container Institute

I'm going to ask, since that is a school question, Captain McCarthy if he will tell us the procedure that is now being followed in the schools to see that the requirements under Circular 50 are adhered to.

CAPT. MCCARTHY

OQMG

When we make our inspections, we make certain recommendations or suggestions to the G3, The Army Quartermaster, telling them the easiest way to implement this Circular 50; but to answer the question briefly, the commandant of the schools, immediately upon the arrival of any student for any cause, interviews that man to determine whether or not he is qualified to take the particular course he is sent to the school to attend. If he is qualified to be sent to the mess sergeant course or the mess steward course and is not qualified for it at the discretion of the commandant he is put into the cook's course. I can't quote exactly the War Department Circular which gave the commandant of any school the authority to decide and make his own decision as to the qualification of any student coming to that school. I know it's a positive fact that he does have that power. Does that answer the question? Does that answer your question Colonel Landaw.

COL. LANDAW

Ground Forces

I mean that The Quartermaster General, Commanding General of the Ground Forces and all other interested officers are complying with this. I just recently made an inspection of all the armies and I believe that they are making every effort to comply with Circular 50 and mandatory qualifications. I may be wrong, maybe I missed the boat but I talked

to all commandants and at one place I'll say the system maybe don't work. One place they sent 15 the day I was there. And only the Chief of Staff of that Army went down to the post commander with a request or desire to know why he did not comply with the regulations.

COMMENT

I believe that they are corrected now in the Armies.

COMMENT

They are.

COMMENT

I think I could give another interpretation to Captain McCarthy. It is my recollection, and I think I speak correctly, the Circular 50 invests in the chiefs of technical services the power to grant waivers. Now down at Camp Lee when any student does not come up to the requirements, General Larkin, The Quartermaster General, has authorized the Commanding General of Camp Lee to extend waivers. So when any student does not come up to every qualification the information is sent to the Commanding General with a request that a particular provision be waived for this particular individual. In some cases the Commanding General will agree maybe he has gotten tough, and says these are provisions of Circular 50, I'm going to live up to them, and he does have the power to grant waivers in exceptional cases. That has been given to the Commanding General at Camp Lee by the Quartermaster General.

COL. SMITH

QM Food and Container Institute

It strikes me that, from opinions developed, there has been change of heart since the early days of the conference. In the early days of the conference, the talk was the poor grade of selection of students for these different schools and courses. Of course, if that has changed in mind in a week's time it is OK with me, and I imagine the Committee itself if this was expressed in the sense of the conference itself. At least I thought that. Now I think we have discussed this enough or cussed it. Shall we put it to a vote? Shall I read it first? I'll read it again. It is recommended that all commands be advised that there be strict adherence to the mandatory qualification provisions in existing regulations with respect to the selection of personnel who will be sent to all food training activities. For those in favor say I. I. Nay. Nay. Let's try it once more. Raise your hand for those in favor of that recommendation. All right opposed? Oh, we gained strength over night. That's out. Now the next one. The next one may hit a little more responsive cord. I'll read it very thoroughly. In order to insure proper improvisization of all personnel training in Food Service Activities,

it is recommended that a careful survey be instituted to determine pertinent assignments of previously trained graduates of Food Service School and others qualified in the Food deal with a view to the possible assignment in food service within each command. Why don't you vote on that? All those in favor? I. Nice habit. Carried.

No. 3. Here's a very short one - a sneaker, so to speak. It is strongly recommended that the Food Service Schools be placed under control of The Quartermaster General.

COMMENT

Question on the recommendation. I think we should have a little discussion on that.

COMMENT

No discussion. Yes sir.

COMMENT

I would like to make one recommendation to the General Assembly regardless of the vote on any motion that is carried prior to submission to the WD for the approval of these recommendations, that they be submitted to the interested agencies - the Air Force, Ground Force, and Technical Services for recommendation or comments prior to submission to the War Department.

COL. BRYAN

AAF

I do feel that this group recommendation should go forward as they are voted. For all those in favor of this recommendation say I. I. Nay. Carried. I'll read it again. It is strongly recommended that the Food Service School be placed under control of the Quartermaster General.

COMMENT

Colonel, sir do you mean control and operations?

COL. SMITH

QM Food and Container Institute

Complete, yes.

COL. SOULE

Far East Command

Colonel, I interpreted that vote to include those schools in overseas theaters.

COL. SMITH

QM Food and Container Institute

As far as I know they always have been this one. Alright, gentlemen, here's the fourth and last recommendation. Now with this one will you please hold your seats? As a matter of fact when this was put on the list I saw it was entirely un-military. It is recommended that all Food Service Personnel be promoted as provided for in existing regulations or amendments thereto. These promotions to be implemented with definite assignment of funds and be authorized irrespective of present troop bases or bulk authorizations. How does that sound to you Colonel Harding? It's on your hands.

MAJ. BALDWIN

12th AF

Colonel, did I interpret that to mean that regardless of TO/E Strength and Authorization that as long as the man goes through the school he's automatically promoted and he goes right on up.

COL. SMITH

QM Food and Container Institute

No, No. If he is in the job.

MAJ. BALDWIN

12th AF

What if he isn't in the job? Well, all right, he is holding the MOS of 824, a mess steward, a Tech Sergeant, and he is doing O62 or something else and working way out in the motor pool, etc. What are you going to do with him?

COL. SMITH

QM Food and Container Institute

Take his rating and give it to the man who's doing the work.

MAJ. BALDWIN

12th AF

What if it isn't his fault? Maybe he is a qualified man there's just too many of them. I have forty extra ones, 824's, and short 60 cooks.

COL. KIRCHNER

Gentlemen, may I ask you to rise and state your names for the records. We are getting a little bit off.

COL. SMITH

QM Food and Container Institute

The purpose of this recommendation is to take the jokers out of this Circular 50 and make it operative. What is the use of having these various grade ratings set up if you can't put them into effect.

COL. SMITH

QM Food and Container Institute

Colonel Ashton do you want to say something on this?

LT. BENNETT

ATC

As I see it the recommendation, made by both of the committee's, that this survey be made of personnel within the command that has been previously trained in Food Service. If you are lucky enough to get that man back under your jurisdiction and assign him to a mess job and he does that job you can promote him. If the motor school keeps him and you can't get him back, I don't consider him a Food Service Workman at all. So I think they both work together. The biggest recommendation of the survey and the recommendation of most of the men that are doing the job.

MAJ. BALDWIN

12th AF

And Congress will be flooded with 14 thousand letters.

COMMENT

Let Congress worry about it. They used to through up the budget anyway.

COL. SMITH

QM Food and Container Institute

I do want to ask Colonel Ashton if he wants to say something. He doesn't. Are we ready for the question? For all those in favor say I. I. Contra-minded. Carried. And that gentlemen concludes my duties as Chairman of Training Committee

COL. ASHTON

5th Army

There appears to be a slight discrepancy in Circular 50 between the qualifications, page 2, for mess stewards who are now engaged in business in being required to graduate from grade school and between the requirements on the bottom of page six for entrance into Food Service Schools requiring a high school education, authorized for six months, and I can't imagine how the War Department could change them.

COMMENT

Are they going to be changed?

COL. ASHTON

5th Army

I asked, in considering the recommendation, that the mandatory requirement for schools with mandatory requirements for those in present grades be made the same. I believe that it is high school and top grade school.

COL. SMITH

QM Food and Container Institute

We haven't taken up that point Colonel, in our Committee discussion.

COL. ASHTON

5th Army

Well, I will make a recommendation for the point.

COL. SMITH

QM Food and Container Institute

Would you mind repeating that, Colonel?

COL. ASHTON

5th Army

Recommend that the mandatory requirements for mess supervisors be shown at the bottom of page 2 of Circular 50 3, g(1)(a)(2) be changed from graduate of high school from graduate of grade school to graduate of high school to coincide with par. 6 g, (3)(b)(1)(a). Shall I read that over again.

COMMENT

It's in the regulations.

COL. SMITH

QM Food and Container Institute

Sir, before we discuss that, Captain McCarthy, the revision of Circular 50 - did it cover that point? Do you know?

CAPT. McCARTHY

OQMG

I'll give you briefly what we did with Circular 50. Mr. Hadley and a cohort of his came over from A.G. and we went over the entire Circular, not line by line but letter by letter. A rough draft was made of the proposed revision and sent to the interested agencies and we corrected all of the discrepancies.

COMMENT

Would you please read the recommendations of Colonel Ashton's Committee to the conference.

MR. COTTON

OQMG

The mandatory requirements for mess supervisors as now contained in paragraph 2, Circular 50, paragraph 3 d (1) (a) 2, be changed from "graduate of grade school" to "graduate of high school" to coincide with paragraph 6 d (3) (b) (b).

COL. FALLS
OONG

I think they mean - it reads: "mess steward" and "assistant mess steward" not "mess supervisors."

COL. ASHTON
5th Army

Colonel Soule from the Far East Command, you have something to say?

COL. SOULE
Far East Command

I may be misinterpreting the question. I do not have Circular 50 in front of me, but as we have interpreted it over there, there are three phases set up by Circular 50, one effecting the incumbents and positions prior to the date of the Circular, which was 21 February as I recall; another phase "from that date", it doesn't mention this date, it says, "hereafter, the following positions will prevail until 1 June 1947;" and there is another phase "after 1 June 1947." If you approach it on that basis there are discrepancies which are readily explainable.

COL. ASHTON
5th Army

That's right. Colonel Soule.

COL. SOULE
Far East Command

After June 1.....

SPEAKER INTERRUPTED COL. SOULE

They are increasing the standards progressively.

COL. SOULE
Far East Command

Now if the Committee's last recommendation had been into effect, this question wouldn't be up. It wouldn't have been raised probably because we would all have been promoted. Cases are coming up every day where a man going to school has to be a high school graduate, but the way it is now he can be a grade school graduate. Frankly, I am a little confused about this whole discussion.

COL. ASHTON
5th Army

Is there any further discussion on the recommendation?

COMMENT

As I understand it then, the Colonel recommends that Circular 50

be amended to say "mess steward" and "assistant mess steward" will be a high school graduate rather than a grade school graduate, to be consistent with this other qualification?

COL. ASHTON

5th Army

That's right. Any further comment on that? Yes, Captain.

CAPT. DILLMAN

8th Air Force

Coming back to the same question. I would like to speak for the old timer's good mess sergeant. I doubt if he probably could pass a high school education - I know. I feel that he should probably take the examination in his work. I can't see where high school should interfere with the work of a good cook and mess steward. Different high schools teach different. I have met many high school graduates, and I wouldn't want to be in the same room with some of them.

COMMENT

We are not quarrelling with the new regulation; we are simply trying to straighten out the one now in effect. We are not quarreling whether a boy has a high school education. I agree with you heartily that we should not use high school, and Major Tully agrees, as a basis of his qualifications, but that regulation is inconsistent within itself at the present moment.

COL. ASHTON

5th Army

Thank you very much.

CAPT. DILLMAN

I would like to add that the school commander, the school commandant, his first cook goes to a school and if he can't pass his examination it's his own fault, because he can always go to the YMCA and learn something, as they have enough courses, and right now there are a lot of courses going on and a man can teach himself. I think we ought to give him a chance to go to school and if he can't pass the examination, It's his own fault.

COL. ASHTON

5th Army

Are there any further questions on this recommendation? You all understand the question? For the present, gentlemen, who say "Yes" to this recommendation? Please raise your hands. Opposed? Now please, I am sure you don't understand the question.

MR. HARRIS

OQMG

Maybe I can restate Colonel Ashton's question. He would like for the educational requirements for a mess steward on the job to be identical with the educational requirements of a mess steward to attend school. That is what you want proposed.

COL. SOULE

Far East Command

As I read the regulation it's too late now to change it. The Circular set up one set of criteria for those who are already in the job; in other words it lets them alone. Then it said in the interim period between the date of the circular and 1 June, there will be certain other limiting requirements. Those men who came under that in that period, that's water over the dam. I don't see how you can change the rules to effect those men. The Circular No. 50 now has only one set of standards effective since the first of June.

COL. ASHTON

5th Army

Now with that explanation and further discussion, we will take another vote. I wasn't satisfied with the last vote. All those in favor please raise your hands. All those opposed? It is not carried. I think I can excuse myself now.

COL. FALLS

We are going to finish this discussion at 4:30 and Colonel Bryan says his report will probably not be completed by that time. In order to vote on it we will have to carry a ballot vote which we will make during the discussion period.

COL. BRYAN

I told the Colonel that based on the discussion we have heard in the conference already concerning personnel. It seems that one of the main points of the committee is where are the bodies, just as long as they are warm. Your Personnel Committee - the remarks that were made in the convention were discussed very thoroughly and we used those in arriving at the decisions we have here in the form of recommendations. Likewise, I would like to state the Committee was a 4-man committee-Army Ground Forces, Office of The Quartermaster General, Food Consultants, and the Air Forces. Need I say anything further when it comes to the proposition of arriving at a premise upon which the committee could proceed from. In other words, before the Committee could proceed with the pertinent questions regarding personnel, a decision had to be reached or a premise arrived at as to the type or form of food service program that would be in effect. It seemed to us, at least, that the key factor was that pertaining to the position of food service supervisor. We realize, of course, that the success of the program is the result of effectiveness in the mess, but it is the food service supervisor that oversees and supervises the whole program. I am going to read what has been presented to the Committee by the Committee Members. It is not unanimous. In some cases it is exactly 50-50, and it will be up to the conference to make a decision on that type of recommendation. The personnel problems incident to the food service program are largely determined by the length of the food service program. It was the determination of your committee that a premise had to be determined prior to the preparation of recommendations. Therefore, and taking into consideration the statements made to the conference as a whole the Committee determined that the food service program for the Armed Services should be as presently directed by Circular No. 50 as it pertains to the position, duty and responsibility of the food service supervisor. Based upon this premise, the following recommendations are submitted with the further information furnished that where Committee recommendations could not be unanimously concurred in by all the members that, if desired, any non-concurring member could submit a minority recommendation:

a. No change be made in paragraph 4a (3) of Circular 50, which reads as follows: "A food service supervisor is authorized and will be assigned to the staff of each type command, organization and unit listed below and will be directly responsible to the commander. His

duties will be solely those of supervision and direction of the food service program. The commander concerned may assign qualified personnel of any Arm or Service to duty of food service supervision." That's this particular recommendation in two pages; that's page one. Page two: this is a 50-50 deal.

A food service supervisor is authorized and will be assigned to the staff of the commanding officer to all echelons of command, including installation levels. He will be directly responsible to the commanding general or commanding officer and not be placed under or required to go thru any other division or agency of his headquarters. His duties will be solely those of supervision and direction of the food service program. At this time I would like to have Colonel Landaw of the Army Ground Forces express to the conference the position of that organization.

COL. LANDAW

In that the War Department did not see fit to set up a separate food service corps or section and within the framework of the War Department Staff designated The Quartermaster General as his representative of the food service program, it was the interpretation and desire of the Commanding General, Army Ground Force that a separate staff agency not be set up for this service. Therefore, we would like to see and have directed to the field that food service supervisors will be under the Quartermaster where that staff agency functions. Its lower level will be under a comparable staff agency. I think that is the position of the Ground Forces.

COL. BRYAN

Now for discussion.

COL. ASHTON

At Army Headquarters the concensus of the views of the Staff from the standpoint of the work involved in the operation of food service training - those of you who are playing around at Army levels will know that there are some 20 to 25 staff agencies already in existence in an Army and as far as this is concerned, the program, it is felt, can be much better administered where the food service people to be placed under the Quartermaster have been made directly responsible to the Commanding General. The food service supervisor, by inference, is directly under the Commanding General as is any officer in an Army Headquarters. The Army feels that at staff level where the commander deals directly with their staff subordinates that it is not only favorable but desirable to have food service supervisors reporting directly to the commander on any situation where the supervisor is not capable as I believe is in all six Armies and Army Ground Forces, and the Quartermaster is better qualified to handle the problems not in a sense that The Quartermaster General is operating the food service program directly under the Chief of Staff but because that is where practically all of his supplies and most of the policies

come thru that particular service.

MAJ. BALDWIN

I don't know how it works in the Ground Forces, but in the Air Forces we have had more cooperation out of our commanding generals because we can present to him facts that haven't been edited by somebody else, which is always the case. No time can you present your facts to anyone where you have to go thru two or three other people, that Quartermaster Staff in the A-4 and G-4, and his Chief of Staff in the AG and everybody else. If this food service program is going to turn out to be a career service and to feed these troops, the food service supervisor at any level is going to have to have direct access to the Commanding Officer or the Commanding General, or else it is going to be a flop, right where it is now.

COL. KNOLL

I have talked to Brother Bryan on this subject; I have talked to some others in the Air Forces, and I think the position in the A.M.C., and this represents the opinion of a great many of our subordinate commanders, and I feel that the program is much better off under the Air Quartermaster or the Quartermaster Staff. I have several reasons for that. Personally, I have been in the food service business for some twenty odd years. I started out as the assistant commandant of three different schools, and I also have had the privilege of meeting three or four of my former instructors who are right in this room at the present time. I want to state that Quartermasters as a whole are trained in food service activities. And I know this, that until the training program, the personnel program, reaches that stage where you will have qualified men to take the food service positions that are authorized in these circulars they would be much better off by still having the Quartermaster give that moral support to the food service supervisors and be able to go up and talk to the old man and talk to him as a colonel or a lieutenant colonel will give a great deal more weight to that program than most of our youngsters who are captains and majors. I would say that this is not so in all instances, but I think, as a whole, it will be. Speaking of the mandatory requirements for food service supervisors, we have, I might say, in our subordinate command, we have 10 subordinate commanders, 10 commanders in the A.M.C., and out of that entire bunch, I think that I am the only one that meets the mandatory qualifications of a food service supervisor and I may be an exception to some of these commands, but I believe perhaps in our command, I have asked for it in our entire headquarters, that they let it be the prerogative of the commanding general at our command whether or not the food service supervisor will remain on a special staff level or remain with the Quartermaster, and whether they meet all the qualifications and I feel that as long as I am out there that I will be able to make that survey throughout the field under our command and will be able to tell whether that man is

qualified to be on a special level or not. That represents my opinion, gentlemen.

CAPT. McCARTHY

I would like to go on record as stating the policy of The Quartermaster General. Since the policy of the Commanding General, AGF, and the Commanding General, AAF, have been expressed here, I would like to state at this time that in the opinion of The Quartermaster General he coincided with the Commanding General, AGF in that a food service supervisor should be under the Quartermaster.

CAPT. WATERS

I merely want to bring out how our program is operated and how I feel that it has been handled. In our particular department, the food service supervisor works for the Quartermaster. It has worked very successfully and I agree with the Colonel that there should be the backing of the Quartermaster, because the Quartermaster buys the foods, stores it, issues it, and most of our work is very closely related.

COL. SMITH

I think I can cite several instances where it works both ways. Early in the war, I had the good fortune, or the bad, as you may look at it, to be on a base, we had quite a large feeding operation, feeding about 25,000 troops, the Post Quartermaster didn't usually cooperate. So the Commanding General of that base, on his own volition, detailed a food service supervisor on his staff. Things started to happen; we began to get food. At present, I am on the special staff of my commander. Now I don't camp on his back door; I think I have been in there five times in 1 year, three times I was sent for and twice I asked to see him, but his door is open to me when I need to see him. I don't have to ask anybody anytime. Now that is based on the premise that your staff officer runs his job. I don't heckle the CO or the CG over every little minor detail. Frankly, up in the Caribbean Air Command it is working very nicely as it is and I prefer it on the special staff.

CAPT. OGDEN

I have been with the Air Forces Food Service for almost three years - the Personnel Distribution Command; Headquarters, Army Air Forces, and Strategic Air Command. In all three positions I had opportunity to visit other commands. I want to go on record as having put forth my observations, no reflection on the Quartermaster, they do a damn fine job - very good job. In all the cases I have noted, except two, where the food service supervisor was under the Quartermaster his opinions, his ideas and his knowledge was subordinated to what the Quartermaster wanted. Now the Quartermaster, I don't blame him a bit, if I were in his shoes I would do the same thing, Food Service is an up and coming outfit, he

wants to hang on to it; I don't blame him I would do the same thing, but this statement of what is best for the Army. Maybe I am wrong, maybe the Special Staff is not the best. As a food service supervisor, and if I may say so, as far as the Air Forces is concerned, one of considerable experience, I think it is for the good of the Army to have him a Special Staff officer. I have been that way twice and it is very successful. I have been the other way once, I won't say where, where it was quite unsuccessful. I want to go on record as being personally for special staff for the food service supervisor.

CAPT. EDMONDS

Personally, I don't know which side of this question I am on, but I would like to state the position as I am in the Air Force. The Air Force doesn't necessarily recognize the Quartermaster in all instances. We are under A-4 in our Air Force. The A-4, of course, is a Colonel. The Quartermaster is authorized a Captain and the food service supervisor is authorized a major. Now I don't know how that would work.

COL. SOULE

I think, gentlemen, that we are trying to prescribe too much in the way of methods. In the Far East Command the policy which was decided upon at a higher level than mine was that each commander would have the prerogative of determining where his food service supervisor would operate. In some cases, he operates under the Quartermaster; in one case, under a G-3; why, I don't know. In several other instances, under the G-4 or the S-4. I find it is reasonable to conclude that where you have a competent food service supervisor and the commander is interested in the food service program and conscious of his problems it doesn't make a damn bit of difference where the man operates. He is going to have a successful program. I think it is wise that we let well enough alone. Circular 50 now prescribes that he will be on the staff of the commander; it doesn't say at what level, at where he will be on that staff. He will be responsible to the commander. I think we should let well enough alone and let each command decide for itself where and how its internal organization will function.

COL. BRYAN

Any further questions? If we have no further questions, we have two propositions: One was to leave it where it now is and the way it is now read and interpreted; and the other was the proposed change and definitely setting it up as a full special staff position. I will call on those in favor (interruption from the floor)

UNIDENTIFIED SPEAKER

Before you call on anybody I don't think any of us have got that right. Here it says we are on a special staff.

UNIDENTIFIED SPEAKER

No.

COL. BRYAN

Let me read it then. "A food service supervisor is authorized and will be assigned to the staff of each type command, organization, and unit listed below and will be directly responsible to the commander. His duties will be solely those of supervision and direction of the food service program. The commander concerned may assign qualified personnel of any Arm or Service duties of food service supervision."

UNIDENTIFIED SPEAKER

Give us your interpretation of that Major.

UNIDENTIFIED SPEAKER

There is somewhere something which says he will be on the staff, I think. It doesn't state special staff, and apparently the wording, "directly responsible to the commander" doesn't help delineate it. Now the other interpretation is that with that statement: "will be assigned to the staff of each type of command, so on and so forth, and will be directly responsible." If he is directly responsible, then he can't be under anything; therefore, he must be special staff. Now those are the two interpretations; the Ground Forces takes one and the Air Forces is taking the other.

CAPT. McCARTHY

I want to bring out a reason for the inclusion of this recommendation on the personnel committee. The reason is that in the revision this is going to be changed to read "under the Quartermaster." At a post, camp or station where there is no QM present, he will be on a special staff.

MR. SMITH

The interpretation of the intent behind War Department Circular 50 was that the food service supervisors would be on the special staff, as the Colonel read it here. Those who read the Circular the way it is, as Colonel Soule recommended, I would recommend that you people put out a recommendation as you see fit - that it is very clearly stated, either to place him somewhere or to leave it up to the commanding general to place him as he sees fit rather than leave it up for people to interpret. We have difficulties writing manuals when it is left for interpretation.

UNIDENTIFIED SPEAKER

In view of the last comments of the OQMG by Captain McCarthy, I see no reason to discuss it any further. He said it would be changed so why should we put our voice in it?

CAPT. McCARTHY

I would like to clarify that last remark. It is in the proposed revision and it is included as a recommendation from the Quartermaster's Office.

UNIDENTIFIED SPEAKER

I recommend that we let it come from the Chief of Air Corps' Office if we don't change it.

COL. BRYAN

It is now 4:29 and 20 seconds. I am supposed to be in my office before closing time tonight, and if the conference doesn't mind, let's all think about this overnight and tomorrow we will (interrupted from floor)

COL. HARDING

Let me make just one statement before we close. Let's clean up the recommendation in what we want considered and vote "yes" or "no" on that recommendation. The question now is what is being voted on.

COL. BRYAN

I think that, Colonel Harding, you will find that the confusion is that there is not before this conference an official document showing what is proposed in the proposed changes to the new circular, and we don't know. We have heard remarks; we haven't seen it in writing. It has never been to us - I know to our Staff - for discussion and consideration. I understand it has some AGF comments. We feel very keenly that, at least in the Air Forces, if there must be a change in the present wording then it should be left so that the commands can have their own say. It depends upon the (interruption from the floor).

COL. HARDING

Here, here. We will be here all night.

COL. KIRCHNER

In the report of the Personnel Committee, gentlemen, we would like to make this statement. The purpose of this conference was to bring you representatives in the field here to OQMG to state your problems and your ideas for the betterment of food service. Those ideas may be the ideas of your headquarters and others they may be your own. We here in OQMG purposely, in formulating these problems, did not want to influence the conference in any way by what thoughts we might have about any of the questions that are coming up, excepting where you would ask our advice or clarification on policies already stated. I would just like to make that clear. Yesterday, some questions were asked and opinions of The Quartermaster General were stated regarding this controversial subject on the placement of the food service supervisor in the program. The statement of that policy was interpreted in several different ways by different people, as we learned during the conversation that ensued yesterday. Before we start I am going to ask Captain McCarthy to re-state the opinion of The Quartermaster General, as he stated it yesterday, and clarify the issue. Let me say further that this opinion is in a draft under revision of Circular 50 which has gone forward. We probably should not have stated this opinion, as I believe no opinions should be stated until they are actually in an order. However, that has been done and we will attempt to clarify that position as stated in the draft.

CAPT. McCARTHY

What I am going to say now is exactly as it is written in our recommendations to the revision of Circular 50: "That the food service supervisor will be assigned to the staff of each type command. At all command echelons of the Army Ground Forces, having QM Sections, he will be assigned to the QM Section and will be responsible to the staff Quartermaster with the provision that at Army level he will be authorized direct access to the Commanding General or Chief of Staff. At echelons of command not having a QM Section, the food service supervisor will be directly responsible to the commander." Now, are there any questions?

CAPT. OGDEN

You mentioned Army Ground Forces, did you specify Army Ground Forces and Army Air Forces?

CAPT. McCARTHY

I will repeat. "That the food service supervisor will be assigned to the staff of each type command". Now I haven't written down here, because it is written exactly as the Staff set up in present Circular 50

from your overseas commands down. "At all command echelons of the Army Ground Forces, having QM Sections, he will be assigned to the QM Section." And there was no mention in here whatsoever about AAF specifically. Any questions?

COL. KIRCHNER

In other words, gentlemen, to clarify that as far as the Ground Force setup is concerned. It applies to supervisors under the Quartermaster down to the Army level. At post regimental level, separate battalion, he would be directly responsible to the commanding general. Colonel Bryan, will you carry on.

COL. BRYAN

I appreciated Colonel Kirchner stating that it was the original plan of the conference to get the reaction and recommendations of each of us as individuals, as technicians in food service, to assist them in their program. I want all the rest of the representatives here from the various Air Forces to know that they are expected, and we want them to, to express their own individual opinions concerning these subjects, regardless of what some echelon of command has been directed or told them to say, but we are looking at this program not from today's point of view, but whether it be five years from now, ten years from now, and so on. So I made this remark to go in the record to show that our people here are to express their opinions in that manner. I might add that there have been so many conferences held since yesterday afternoon with the members of the committee and other personnel attempting to do what the Colonel suggested yesterday, to come up with a definite recommendation, and I again have to tell the conference that the committee is not able to come in with a definite recommendation. You have heard one recommendation already presented as a committee recommendation, and now we can present the other two recommendations: A food service supervisor is authorized and will be assigned to the staff of each type command, organization and unit listed below. His duties will be solely those of supervision and direction of the food service program and all command echelons of the Army Ground Forces having Quartermaster Staff Section, he will be assigned to the Quartermaster Section and will be responsible to the Staff Quartermaster with the provision that at all levels will be authorized direct access to the Commanding General or Chief of Staff. At echelons of command not having a Quartermaster Staff Section, the food service supervisor will be assigned to an appropriate supply section, normally the S-4 and will be responsible to the officer in charge of such section with authority of direct access to the Commanding Officer or his executive. The third, and as a matter of record in that other services have stated theirs, the Air Forces wish to state as follows: "The Air Forces wishes to re-state its position with reference to paragraph 4a (3) of Circular 50. In coordination with other branches of the services; that is the AGO, the OQMG, about seven months were consumed

in preparing Circular No. 50. Yes, the Air Corps did coordinate the final draft, after having compromised a number of issues. Based upon Circular 50 as finally published, the Air Forces acting in 100% good faith with the War Department did cause to be issued a directive of its own which simply stated: The Food Service Program in the AAF will be carried out in accordance with Circular 50, War Department, 1947, and then in order to avoid any possible questions further stated that "particular attention is directed to paragraph 4a (3), Circular 50, War Department, 1947, which requires that the food service supervisor be placed in a special staff status directly responsible to the commander with no duties other than supervision and direction of the food service program." Based upon this clear-cut statement of the desires for a progressive program, a number of commands and installations have established this program, and what is more important, the Commanding General, AAF has caused to be prepared for every type of AAF activity at wing or installation levels, which factually makes provision for the food service supervisors to be a special staff officer and has provided a food service squadron as his staff of troops. That, gentlemen, the Air Forces has taken the published records of the War Department and has, in effect said, "This is an order. Let's put it into operation just as desired; do our utmost to make it a success." The Air Forces did not try to figure how to keep from making it effective. I thank God for this type of open-mindedness. Another point I must point out is the effect of the present provisions is that the position of the Staff QM at a major Air Command is not comparable to the corresponding position in the Army Area Commands, although this is a special staff QM's who are in fact within and a part of the A-4 Division generally. So there is honestly a difference in this respect, and I believe that the conferees should recognize this organizational difference. I must further state that in the event the Ground Forces feel they cannot operate satisfactorily under this present provision that certainly the Ground Forces would not feel justified in throwing out the present wording, which is proving to be of such a good basic foundation upon which the Air Forces is making such formal strides in the food service schools and say to the Air Forces, "Now, you build your program upon this set of rules." And, gentlemen, in the event this conference should be so service-conscious as to recommend such action over the repeated statements of the Air Forces' desires to the contrary and I, as a representative of the Headquarters, AAF, must submit a minority report to this conference for including in this report of recommendations to the War Department for such consideration as the War Department deems advisable. I beg you most humbly and sincerely that no cause has been given this fine conference to the end that the Air Force is in any manner, shape or form attempting to force or say something must be a certain way because the Air Corps likes. Certainly, I have not attempted to even suggest the required organization and use of the Air Forces Food Service Squadron idea for Ground Force operation. True, I have told you about this advent in food service because I honestly believe that it is a good thing and it is one of the basic factors of the Air Forces Food Service Program. So I say to you, gentlemen, do not try to crowd the Air Forces in this manner; leave paragraph 4a (3) exactly as it is; I say, make no change. If you want to take action, recommend that the proposed reports now in the hands of the War Department be withdrawn. After all Ground Forces are not hampered; they are going ahead just as it is desired to have them do so

and stick to the publication Circular 50. So it appears to me that the present wording of this Circular, paragraph 4a (3) agree with these two interpretations. Gentlemen, I am confident that both Ground Forces and Air Forces will individually proceed with their respective food service programs without an iota of hindrance because of this wording. Then, too, I must state that, in view of the imminence of the enactment of the unification bill by Congress, the entire food service program for all services, maybe Ground Forces and Air Forces, will receive special treatment. In closing, for the third recommendation - "Do not change 4a (3) of Circular 50, War Department, 1947".

COL. BRYAN

Gentlemen, you have three proposals, one as presented by Captain McCarthy, which was the proposal - I hate to repeat from record - but it is of the Ground Forces, Colonel Landaw; and the Third, as I have just stated, the Air Forces' point of view, and I might add that as an individual in carrying out my own statement to the Air Forces personnel - it's my personal. You have those three recommendations on this touchy subject, and I would like statements from the floor as to how you wish to proceed in handling a vote on these three controversial subjects.

MAJ. ROLLINS

May I bring out a point, Sir?

COL. BRYAN

Yes.

MAJ. ROLLINS

The Quartermaster is charged with the responsibility of procuring, warehousing and issuing of food. After the Quartermaster has issued this food his responsibility ceases; he has no more to do with it. The Commanding Officer is responsible for the preparation and serving of this food. The food service supervisor is the medium thru which the Quartermaster's food service policies can be carried out. The two conflict in no way at all. The food service supervisor is strictly a part of the commanding officer's functions.

COL. BRYAN

Isn't it the desire of the conference to vote on these in order of presentation? I think all three will have to be voted on, irrespective of the votes that are cast on either, as a matter of record. We would like an expression on any of these questions?

COL. KEENEY

I think perhaps it would be advisable to have a record vote on this. The showing of hands would probably be a little inconclusive, and we would not really know whose hands we were counting. I don't know the preponderance of Quartermasters we have here, or possibly Air Forces. I think if we had a record vote that would be the thing to do.

COL. BRYAN

You have heard a suggestion; is there any further thinking?

COL. LANDAW

In that first or second, I believe, of the proposed recommendations are nearly identical - alike - I would like to have someone explain the difference in the two, and also the third one, and what is his interpretation of the War Department phrase, and whether it would be fair to vote singly on each of the first two and count that as a vote since they are so nearly identical alike or simply vote and see if you want those two, and strike out certain paragraphs.

COL. BRYAN

I think basically there is a very important difference; however, to explain those two; one is that it stops at a certain level of command, and from there on the food service supervisor is on the special staff of the commanding officer; the other one places it under the Staff Quartermaster Section and if there is not a Staff Quartermaster Section then under a comparable supply officer.

COL. LANDAW

What I was trying to suggest was that they vote on the two, and then the two, the one that was voted for, and should be between the first and second if there is no difference of opinion.

UNIDENTIFIED SPEAKER

You have a tremendous amount of Air Forces personnel, and we should make it fair to any one who wants to vote - the Ground Forces, Technical Services, or Air Forces.

MAJ. TULLY

You have three recommendations for the conferees. Would it not be possible with your familiarity with the provisions of the three recommendations to prepare one recommendation that could combine all the parts of the three

and then where there is any controversy put the controversial provisions to a vote of the body in order that they come thru with one substitute recommendation for the three recommendations pending.

COL. KNOLL

Gentlemen, I am just wondering if we aren't quibbling over this issue - It seems to me that a commanding general or a commanding officer should be given the prerogative to appoint a food service supervisor in whatever his category is; he might be a Signal Officer; he might be an Ordnance officer; or he might be a Quartermaster. I don't care whether the food service supervisor is under me or not, but I feel quite serious about the food service program out in the Air Materiel Command, which I think is one of the largest commands in the Air Force at the present time; we have more soldiers and more civilian personnel than any other one command, and the commanding officers or commanding generals will appoint, if they have prerogative as they seem to have in War Department Circular 50, so why not leave it at that. Why say one is the Air Force, one is the Ground Force.

COL. BRYAN

AAF

A suggestion has been made that will probably work out. We will vote on these three in this order: No. 1. To take a vote on leaving Circular 50 as it now reads; number 2. To vote on the recommendation as stated by Captain McCarthy; number 3. To vote on the recommendation as stated by Colonel Landaw. Any questions on that, and is that satisfactory to the conference?

UNIDENTIFIED SPEAKER

Colonel Landaw, I would like to make one more statement if I may. There are only two trends of thought in this voting regardless of the mechanics by which we carry it out: one, a separate staff agency or a staff agency as directed down to certain Army levels. So we have two things: One is a separate staff agency and the other is not a separate staff agency.

CAPT. OGDEN

AAF

I take exception. I think they are three entirely separate things. I know there are several Air Force people who are to vote for the Special Staff and they do want this particular third recommendation in. Another point I would like to bring up - I would like to have a paper vote as the Colonel from the Panama Canal suggested. I think that is the best way to do it. This is a ticklish subject, and I second the recommendation to vote on these three as you have presented them in your last talk, Colonel Bryan.

COL. KIRCHNER

QMG

Possibly I might clarify the difference as it has come to me in the last few hours of discussion. Of course, reading Circular 50, that's understandable. He's placed at staff level all the way through. As to the differences between the other two, there is a marked difference. Captain McCarthy's recommendation puts the food service supervisor under the Quartermaster in the office where the Quartermaster function is largely administration. It puts him directly responsible to the commander, in other words, on a staff level, from post and on down where the Quartermaster or comparable supply officer is an operating officer. In other words, at that point the supervisor is either free to supervise all food service activities or he is under the Quartermaster's jurisdiction. He may be free in that instance, too. But that is the marked point of difference between the two latter recommendations.

MAJ. CORDELL

Air Training Command

I believe it was Colonel Smith who spoke yesterday about operating

a station with a considerable number of large messes in which he enjoyed a particular advantage being on the special staff at the station. Being able to deal on special staff footing with the A-1, S-1 I should say, of that station on personnel, or S-3 on training and coordination of his feeding program, with the Engineer; with the other members of the Commanding Officer or Commanding General's Special Staff and I think to hamstring us and prevent the operation of those large bases in that manner, particularly at the station level would be to destroy a well-organized program and the operation of a mess squadron and centralized food service supervision, because to place that officer under the Staff Quartermaster at the station which requires that he report to the Quartermaster and through the S-4 of the station before being able to reach the Commanding Officer who is primarily interested in that food service program.

MR. SMITH

OQMG

Irregardless of how you vote, I think Colonel Landaw has a good point. In that the way the three propositions are placed before the group you will be divided on two and overwhelming on one. In other words, it is like running two additional candidates to get a split vote. And really it seems to me that the thing that you are voting on is (1) whether this man should be on a special staff or whether it is not necessary. Then you can vote on the refinements of the other two points as to just where he should be. But if you vote on all three there is a certain similarity of the first two proposals which would split the vote and almost make the third proposal win mathematically.

COL. SOULE

Far East Command

I am inclined to question this whole voting procedure. We are faced with a problem that is organizational and functional rather than affecting the food service program as a whole. There is one thing we are all interested in and that is a good food service program. The Army is rather complex, as it is now organized, and what fits one part of the Army, one segment, will not fit another. What may fit in the Zone of the Interior may not fit in an overseas theater. What is best in one theater may not work out in another theater. So on the basis of a vote all you are determining is the individual's views as to how it would work out best for him, that is, the individual conferee. Now how are the conferees divided here. For example, I'm the sole representative of the Far East Command. We have a ration strength of about 288,000 over there. There are two other conferees here who together represent a command with a little over 3000. Now are their two votes representing about 1700 members of the Army to be given the same weight as my vote which you might say represents 288,000? My solution to this is a compromise. Let the War Department prescribe broad general policies applicable to the Army as a whole. Where it is impossible to specify a detail which will fit every one, leave it up to the commanders to work that out. I would like to propose that the whole discussion be tabled

and the Committee be directed to come up with a compromise solution, such solution being solely in general terms so that it will fit all agencies of the War Department and permit those subordinate commands to work out such solution of their individual problems as may be necessary.

COL. BRYAN
AAF

I'm beginning to think, gentlemen, maybe the thing we should do is to refer the transcription of all these comments to the War Department and let them make such use of them as they see fit.

COL. MACATEE.
3rd Army

I think this discussion has gotten out of hand and has gone from the sublime to the ridiculous. It has become so controversial, so acrimonious, in spite of all of the smooth words that have been spoken that it no longer represents, I believe, the honest opinions of individuals as to what is best for the Army. I go along thoroughly with Colonel Soule in that respect. He beat me to my feet a moment ago and I was going to recommend to the General Chairman that this whole question be returned to the Committee with instructions that they come up with one recommendation, regardless of what The Quartermaster General has ever recommended, which will represent the views of this conference, to be adopted by this conference, and if the denying group desires a minority report, let it be so included. I will, for one, not vote on three proposals. I'm trying now not to vote on any proposals. I do recommend to the General Chairman of the Conference that this whole question be returned to the Committee and such a recommendation be brought forth.

COL. KIRCHNER
OQMG

Gentlemen, you have heard that recommendation. Is there a second?

UNIDENTIFIED SPEAKER

Second it.

COL. KIRCHNER
OQMG

What is your pleasure? All in favor raise your hand. Contrary. The motion is carried.

COL. HARDING

Before you leave and go further into this thing, I would like to make a few remarks. I'm getting tired running into these groups of lobbyists out here in this corridor. Why can't we forget this bickering, and as Colonel Macatee said, come up with something that will work. We

don't care whether its the Air Forces, Ground Forces or who it is. But we want something sensible to come of this. I agree with Colonel Macatee that there has been a lot of silly talk here that means nothing. Now let's get our feet on the ground and come out of this with something sensible.

COL. BRYAN
AAF

I don't know whether to take my glasses off and throw them away and start all over or what. We just had a suggestion from one member of the committee in view of the fact that only three remaining members of the Personnel Committee that the General Chairman, in view of the very decided differences of opinion - Colonel, I would take this exception to your remark. It is our sincere and honest and firm opinion individually that the recommendations are for the best interest of the Army-wide, not for any particular service. And that is the point of view that the Committee has approached the entire problem from. In keeping with the suggestion of one member of the committee, it is suggested that a special committee be appointed by the General Chairman, after having heard the present committee recommendations and the expression of the group as a whole to handle nothing but that one subject. I'll go along if the committee conference advise that we proceed with it why we will be glad to go ahead and do the best we can. Colonel Harding is going to appoint additional members to the present committee, which will meet and prepare a recommendation; try to iron out the differences of opinion and present the terms to the conference as a whole. I'll proceed then with the other recommendation of the Personnel Committee. I believe this is a matter of interest for the conferees as a whole and I want to present it again because it is also the opinion of the Personnel Committee. That the assignment of personnel required in the operation of the food service program be made on a percentage-wise basis in keeping with Circular 50 in order that the food service organization would be up to full strength based on installation population. Any questions?

COMMENT

What is the percentage?

COL. BRYAN
AAF

Percentage of the population as a whole.

COMMENT

I mean what is the percent, 6, 7 or 8 percent?

COL. BRYAN

AAF

As is provided for by Circular 50. That contains the personnel authorized. I might add that the purpose of this particular statement is to attempt to reassure the food service getting their proper share of personnel to do the job well. Any questions?

COL. MACATEE

3rd Army

I repeat just what I said yesterday. I do not believe in issuing a directive to commanders and telling them to comply with a directive which has already been issued.

COL. BRYAN

AAF

Well, Colonel, all I can do is to do exactly like the other Chairman who states that this was a committee recommendation.

MAJ. TULLY

Camp Lee

I move we table the recommendation and pass along to the next recommendation of the committee.

FROM FLOOR

I second it.

COL. BRYAN

AAF

All those in favor say "I".

CONFEREES

I

COL. BRYAN

AAF

Contrary. It is approved. The next recommendation, gentlemen, I'm sure already has been approved: one central agency be designated to represent the War Department and control the operation of all food service schools. Any discussion on that.

FROM FLOOR

I move the acceptance of the recommendation of the committee.

COL. BRYAN

AAF

All in favor raise your right hand. Contrary. Recommendation is

approved. The next one has also been presented previously: That the promotion of qualified food service personnel to the grades as authorized irrespective to the existing overage, be directed by the War Department and necessary appropriations incident to such directive be secured.

FROM FLOOR

Vote.

COL. BRYAN

AAF

All in favor signify by raising your hand. Contrary. Approved. The next recommendation, Food Service Apprentice MOS 062 be appointed on the basis of 1 to 35. Present circular be amended accordingly - on the basis of 1 to 35. Any discussion?

FROM FLOOR

Second the motion.

COL. BRYAN

AAF

Ready for the vote.

FROM FLOOR

Vote.

COL. BRYAN

AAF

All in favor signify - Colonel.

COL. LANDAW

AGF

I helped make these recommendations but before we go further than that the troop strength basis should be increased to allow for the increase to the TO/E and bulk allotment, that should be given consideration.

COL. MACATEE

3rd Army

I would like to hear on this particular subject (I don't know whether to take 35 to 75) from one of our active food service supervisors, one who is close to these mess operations or I'll let you designate him, or one of the food service schools, as to their view on that subject. You know we can make ourselves look awfully silly if we go up there with a recommendation for way too much personnel.

COL. BRYAN

AAF

Colonel, I told you 1 to 35.

COL. MACATEE

3rd Army

1 to 35 - 1 to 75.

COL. BRYAN

AAF

Is there a Ground Force representative - food service supervisor - actually operating a large mess or large activity that can give us any experience on this?

MAJ. WHITING

Ft. Sam Houston

We can't, in certain facilities, operate on 1 to 35. It varies with the installation. We operate the mess at Ft. Sam and it varies with each kitchen so, particularly 1 to 35, as Colonel Macatee said, would make it look ridiculous in some cases. It can't be regulated by 1 to 35 or 1 to 75.

CAPT. WATERS

AGF, Pacific

That has been my experience exactly. Some messes are so ill-arranged and so poorly laid out that it requires more than 1 to 75 people. Other messes efficiently laid out with the full complement of equipment require fewer.

CAPT. DILLMAN

8th A. F.

I find that the KP works one on and one off. If he has to work 40 hours a week I feel that part of our biggest trouble is in the kitchen. We don't have enough KP, and a KP should work similar to the cook's work; at least 40 hours a week, and I feel that we could stand all the KP that's possible.

LT. COLGAN

South Post, Ft. Myer

I suggest that we leave that recommendation as it is in Circular 50 and rather clarify who is to decide whether we will have 1 per 35 or whether we will have 1 per 75. I am working now with 1 to 50 and it's insufficient, but they tell me it's tough. I think that food service supervisors should be able to determine whether or not he wants the 1 to 35 or the 1 to 50 or the 1 to 75.

COL. KIRCHNER

OQMG

We have some information in the office from various sources on this subject. I just would like to give you the benefit of what information we have. In the first place we've had reports from some post food service supervisors where arbitrarily the commanding general had allotted only 1 to 75, but they could not get along. They were working their KP's 18 to 20 hours a day. They certainly had no interest in food service when they are considered the same as mess attendants. The other posts have been working on the basis of 1 to 35 where they happened to have had sufficient personnel and they were not only serving as KP but also as cook's helper. As you understand, the present MOS is a combination of cook's helper and KP. Now there is no present regulation prohibiting roster system on KP, but it has been sort of taken for granted since Circular 50 was issued that the mess attendant was also KP. Now we can go back to the previous regulation of 1 KP to 50 which has been standard in the Army for sometime and with that KP set up on the roster system or as permanent KP, you still had cook's helpers in many instances. It seems to be the opinion of a number of food service supervisors that have come into our office that if we are to have a career program in food service, something must be done to increase the number of mess attendants in the mess; otherwise, they will not be interested in staying, certainly not in going farther. From that information, I believe that a recommendation from the conferees, that are here now, will at least give an indication on this subject, which we feel is very important as to how the field thinks it should be. Of course, these recommendations are only the information we are gaining from how the field feels about it, and may not necessarily come out in regulations, but I do feel personally, from the experience we have had in the office, that this is rather an important recommendation to get an expression of opinion on.

CWO PIENKOWSKI

Air Materiel Command

I concur with Colonel Kirchner's suggestion. However, before we make a recommendation, I'd like to make one suggestion or give an example of one of my station's I have visited at Wilmington, Ohio, which is a specialized depot. I feed 105 enlisted men in that depot, and three enlisted men for that type of mess working from 6 o'clock to 6 o'clock in the evening - twelve hours a day, 7 days a week, does not help the morale of our mess attendants. But we have to have at least two shifts. The man, if you're going to require the man to work even 12 hours a day, you can't utilize those three people seven days a week, so 1 per 35 is not sufficient; it's a minimum.

CAPT. AVERY

15th A. F.

Just before I came up to this conference, I made a complete swing

of all the stations of my command. We have recently gone on Circular 50 as to recommendations of mess attendants. I found that on those stations where the commanding officer had authorized one mess attendant or food service apprentice per 35, that the mess halls were operated very well. The morale of the enlisted men in the messes was excellent. I found on those stations where the commanding officer had not made any definite statement as to the number of mess attendants to be authorized and certain messes had arbitrarily said you will have 1 per 50; others said that you will have 1 per 35; others said that you will have 1 per 70, depending upon availability of men within the particular establishment. The ones that have 1 per 35 were in excellent shape. The sanitation was good; the meals were prepared well; individual salads were prepared; and so on. Men were well satisfied with their food and the men in the kitchen were very happy. But 1 per 50 was not quite so good. They were getting along, yes, but they were not up to standard. 1 per 75 of the men were rebelling. They were saying, "I want nothing more to do with food service. The first time I can get out I'm going to be a truck driver, anything to get out of the kitchen." My recommendation would be a minimum of 1 per 35, in the messes as they are today.

MAJ. BALDWIN
12th A. F.

There is no two type messes in this Army which are going to operate the same. I'll give you a perfect example. There's the Training Command has two messes that has a capacity of feeding 66,000 meals a day. That's 22,000 men at one service. If they have 1 per 35 that's 625 for KP. There are other instances, as Plenkowski brought up, that 1 per 35 won't work where you have these small messes. I recommend that you leave this up to the base commander that he may go down as far as 1 per 20 men to obtain authorization for sufficient number of personnel in his TO/E to operate the type of mess which is at that particular station regardless of Air Forces, Ground Forces, or anybody any place else. That way you can work it, but you can't work this if you are going to have to lay out a definite problem to them. I've been through this before.

CAPT. SIMPSON
Bolling Field

I would just like to have a discussion on Circular 50 about messes that operate on a 24-hour basis. We're allowed to authorize one-third of the personnel provided we feed 15 percent of the messes. It takes two men to operate a mess at night regardless whether you feed 5 percent or 25 percent. In some cases those two men can just about make or break your mess hall; make or break the shift. If you're operating 3 shifts it may hurt a lot.

FORT MYER REPRESENTATIVE

I think you should leave it the way it is, but make a provision for the food service supervisor in that area to determine the amount of KP's or mess attendants that will go with each type mess. It should be his authority to determine the amount of mess attendants rather than the commanding officer, because it is only human for the commander at that installation to look forward to put the men somewhere else - they're always trying to take men away from the kitchens. If you give them a leeway they're going to take it. I've found that experience to be very true.

CAPT. OGDEN

AAF

Well, what are we to do in cases where we have TO/E? We have to name a definite amount that will fit in on a form such as that. Now that's the problem you've got to look at. We have these TO/E's and we can't say 1 per 35 or 1 per 75. You have got to say 1 per 35 or 1 per 75. That's the problem we are facing in making up TO/E's.

MAJ. McILHINEY

3rd Army

Gentlemen, if we are going to continue to use the KP system, which I believe has no place in our career planning for food service personnel, our recommendations would be influenced relative to the number of mess attendants provided. Basing my assumption on the fact that the KP is an out-moded piece of machinery, something we will no longer do with, I believe that 1 to 35 men - 1 represented to 35 men in the mess - will be, in most cases, adequate assistance in the kitchen when you supplement your cook. Certain messes which are very inefficient and we have some, and they are usually our smaller type, I will wholeheartedly agree with it that 1 to 35 is not enough when there are no KP's in use. And I wish that all the other gentlemen who speak on this subject would indicate whether they are contemplating using KP's or not. I certainly don't believe we should. I believe we should use from 1 to 35 or a little less in our smaller, inefficient messes.

COL. BRYAN

AAF

Further discussion?

COMMENT

Question on the recommendation.

COL. BRYAN

AAF

I'll repeat the recommendation: Food service apprentice MOS 062

should be on the basis of 1 to 35. Questions? All in favor signify by raising your right hand. Opposed. I'm not King Solomon.

COMMENT

You're supposed to count them.

COL. BRYAN

AAF

All in favor stand. All opposed stand. How do you like that: 22 to 22.

COL. MACATEE

3rd Army

I'm not opposed to getting more personnel in messes. I am opposed to placing an unfair burden on local commanders requiring them to do something with a certain number of men when it doesn't take that many. Now, I say, if it's the consensus of this conference that 35 to 75 isn't right, then your recommendation should be 20 to 50, but leave some leeway. Leave a little flexibility in your assignment of these people. The evidence from all your food service supervisors indicate that they want some leeway but the present leeway cuts them down to too few people, in most cases, and I would suggest that you revise your recommendation.

COL. BRYAN

AAF

I am willing to accept a recommendation from the floor on this.

COL. MACATEE

3rd Army

I so make that recommendation.

COL. BRYAN

AAF

20 to 50, Colonel, is that it?

COL. MACATEE

3rd Army

Yes.

COL. BRYAN

AAF

It has been recommended that the food service apprentice MOS 062 be made available on the basis of 1 to 20 minimum, maximum 1 to 50. Any questions or discussion? All in favor signify by raising your hand. All opposed. Carried, Thank you, Colonel. I might add, now that it's over, that in this original discussion you might like to know that it was proposed before Circular 50 was published; it was suggested to be

on the basis of 1 to 25, to 1 to 75. That's all right, Colonel.

The next recommendation - right down your line. To set aside a percentage of all original enlistments selected and volunteered on basis of qualification for training in the food service program for MOS 062 upon completion of their basic training. On percentage-wise replacement basis world-wide. Original enlistments for a term of three years or more to be considered only. I believe, Major, that this was based on your original statement of trying to get people trained and qualified immediately after basic training for permanent men for the program. Any discussion? Question? All in favor signify by raising your right hand. Opposed. Carried, Thank you. That appropriate records be prepared to insure that the qualified food service personnel re-enlistments be assigned to duties in keeping with their qualifications and MOS.

MAJ. McILHINEY

3rd Army

Colonel Bryan, I'd like to raise a point for discussion. What happens in the case of a man who is also qualified in another military speciality? We must realize that we might not have this in the future but for the present and for the next few years we do. I have come across that in many places. We have a man who is qualified in food service work but is equally qualified in some other military specialty. It happens and what are we going to do about it?

COL. BRYAN

AAF

Major, the next recommendation of the committee, I believe, deals with that particular subject. Discussion?

MAJ. BALDWIN

12th A. F.

If a man's discharged and he wants to get out of food service, you mean he can't re-enlist for any other specialist in the Army?

COL. BRYAN

AAF

I would like to have a few of the members here express their opinion on that for you, Major.

CAPT. McCARTHY

OQMG

Let's do the same with this recommendation as we did with the previous one and add that one in there - these words: "that whatever he desires."

COL. BRYAN

AAF

As to the next recommendation?

CAPT. McCARTHY

OQMG

That's right.

COL. BRYAN

AAF

The following recommendation includes - maybe I should read that; it might help.

CAPT. McCARTHY

OQMG

If we can possibly combine the two into one and cover everything. Let's do it.

COL. BRYAN

AAF

The War Department directs its inspection agency and the services be directed to have their inspection agency survey all personnel at every installation in order to determine the proper assignment of personnel based upon their qualifications, authorized MOS's, and personal statement of desire of the individual concerned where that individual holds one or more earned MOS.

CAPT. AVERY

15th A. F.

You say where the individual holds one or more individual MOS. Suppose the enlisted man concerned comes back in and desires to acquire a new MOS by additional training and has only one MOS?

COL. BRYAN

AAF

Is there an AG representative here who could furnish information concerning this matter? Does an individual have the right, upon enlistment or re-enlistment, to select his job?

AG REPRESENTATIVE

He does.

COL. BRYAN

AAF

We are ready for discussion on that; it's pretty important.

CAPT. DILLMAN.
8th A. F.

I recommend that if a food service man wants to re-enlist in a different field and he holds the rank of sergeant or staff sergeant, it is perfectly all right for him to re-enlist, but he should re-enlist as a private.

COL. BRYAN
AAF

The purpose of it is to try to assure all commands that personnel that were re-enlisting were being saved for food service if those people wanted to continue in food service. That was the basis for making this recommendation. We didn't want to lose people thru mis-handling of personnel upon re-enlistment.

CAPT. OGDEN
AAF

Your first recommendation - would it not be possible to clarify your recommendation by adding a sentence that "in the event that on a new enlistment a man is technically qualified by several MOS's, he may elect to go into food service or not to go into food service." In other words, as I understand it, the way it is specified now if he has a food service MOS, he would go into food service. Now, in the event he holds the two MOS's he can elect whether or not he comes into food service.

COL. BRYAN
AAF

Let's re-word the recommendation to read somewhat as follows: That appropriate directives be prepared to insure that qualified food service personnel reenlisting are assigned to duty in keeping with their qualifications and MOS's as the individual elects. That will give them some flag on getting back in.

COL. ASHTON
5th Army

Is that not the Career Program pattern?

COL. BRYAN
AAF

I am sure it is, Colonel.

COL. ASHTON
5th Army

If it's the same as the Career Pattern it would be perfectly in order with what is actually going to happen next year.

COL. BRYAN
AAF

Further discussion? Ready for the question? All in favor signify

by raising your right hand. Opposed. Carried.

The other recommendation then: The War Department directs its inspection agency and the services be directed to have their inspection agency survey all personnel at every installation in order to determine the proper assignment of personnel based upon their qualifications, authorized MOS's and personal statement of desire of the individual concerned where that individual holds one or more earned MOS.

COL. ASHTON

5th Army

That is not restricted as to food service personnel. I think there is a directive now in force where the IG is responsible for a great deal of the pattern which the committee has recommended.

COL. BRYAN

AAF

In spite of that one point, Colonel, it was determined by the Committee that we might be able to get further action within the services themselves thru their agencies to go ahead and take positive action.

COL. ASHTON

5th Army

You mean outside of The Inspector General's province?

COL. BRYAN

AAF

Yes, Sir.

COL. ASHTON

5th Army

I would like to ask a question about "the services" - What do you mean by it? Read the first sentence.

COL. BRYAN

AAF

All right, Sir. "The War Department directs its agency (that's The Inspector General) and the services be directed to have their inspection agency.

COL. ASHTON

5th Army

What does the word "services" mean?

COL. BRYAN

AAF

Army Air Forces, Air Inspector, and I am sure, if it isn't already it will shortly be a matter of their special interest.

COMMENT

You are going to have two inspectors general - one Air and one Ground.

COMMENT

There are the two - the Air Forces and the Ground Forces.

COMMENT

There is a War Department.

COL. BRYAN

AAF

That is correct. The Inspector General is conducting air inspections regularly. The Air Inspectors and the Air Forces are conducting inspections continuously, and we want that as a matter of special interest to them. Colonel, is something bothering you?

COL. ASHTON

5th Army

Your word "services" is not right. I am just trying to clarify your recommendation.

COL. BRYAN

AAF

All right.

COL. ASHTON

5th Army

When I heard the word "services" I began to think about the Quartermaster Corps, Ordnance, Signal Corps and those sort of people. I say if you want to talk about the Air Forces and the Ground Forces, say the Air Forces and the Ground Forces and the War Department. That's all I am interested in.

COL. BRYAN

AAF

Does this clarify it? "The War Department directs its inspection agency and the Air Forces and Ground Forces be directed to have their inspection agency survey, et cetera." That does it?

COMMENT

I second it.

COL. BRYAN

AAF

Further question? All in favor signify by raising your right hand. Opposed. Carried.

Now this next recommendation is based on a paper that was handed the

Committee and one I am sure you will all be interested in. No change is recommended in paragraph 23, Section III, of AR 210-10, prohibiting the hiring of civilian personnel in messes in the Zone of the Interior, but permitting the hiring of civilian personnel under certain circumstances in overseas areas. The food service program, on the fair basis as planned, requires the services of these mess attendants, MOS 062, as the first step because it provides an opportunity to personally observe this personnel in action, and will prevent poor selection, poor progression in the food service program. The hiring of civilian mess attendants, if desired, should be conditioned only in the event that appropriated funds are made available. The hiring of civilian personnel within the Zone of the Interior should never be contemplated upon the securing of contributions for that purpose.

COMMENT

I second the motion.

COL. BRYAN

AAF

Any discussion?

COMMENT

Who is going to appropriate these funds for the hiring of these?

COL. BRYAN

AAF

Go thru regular budgetary channels.

COMMENT

There are no funds set up for it now. We can't get any appropriation for them and we are in need of them. We are on a specialized depot where we feed 1500 men and they are all specialists. We have got a letter up now with the War Department level wanting clarification on why we can't secure funds for the payment of these attendants.

COL. FALLS

OQMG

The words "military messes" should be corrected in your recommendation to read "permitting the hiring of civilian personnel under circumstances known."

COL. BRYAN

AAF

Let's start all over again and get this straight.

"No change is recommended in paragraph 23, Section III, of AR 210-10 prohibiting the hiring of civilian personnel in military messes in the Zone of the Interior." All in favor signify by raising your hand. Opposed. It's carried.

COMMENT

Isn't an officer's mess a military mess?

COL. BRYAN

AAF

You aren't speaking of field officers' mess?

COMMENT

No. A bachelor's mess where people are permanently messed. That might be a military mess.

COL. BRYAN

AAF

I know that I didn't raise that question at the committee meeting because I do know there are now some papers being circulated by War Department agencies concerning just that exact question you have raised. It came up in connection with students at different stations whereby the present regulations state that the Board of Governors can deny the use of that facility to those students. And a point came up that that was a military mess and they couldn't deny them the right, so that is being studied now. If this conference feels so inclined to further discuss that and make a recommendation concerning it, I think it would be smart.

MAJ. BALDWIN

12th A. F.

A regulation just came out here this past thirty days that says officers' messes will not be restricted to visiting officers or students and so forth.

COL. KEENEY

Panama Canal

I think the question is about the insertion of the word "military" in your recommendation. I recommend that we take that "military" out and substitute therefor "messes operated with appropriated funds," and all the rest you are talking about is the hiring of civilians. An officers' mess can hire civilians, but you are restraining your appropriated funds, mess funds, by hiring civilians, not a military mess.

COL. ASHTON

5th Army

If we had the wording of the Army Regulation you are quoting I think we might clarify it.

COL. BRYAN
AAF

The present wording is as follows: Employment of civilian mess attendants - The employment and payment from voluntary contributions of civilians as mess attendants is authorized in Army messes of units stationed outside the Zone of the Interior undering the following conditions:

1. When the overseas commander determines that local conditions are favorable and such employment is in the interest of the service.

2. Payment for such employment will be from moneys contributed, strictly on a voluntary basis, from military personnel using the mess.

3. The contribution collected will be taken into and disbursed from units funds in order to insure adequate control.

4. Such attendants will be used only as KP's, dining room orderlies, dishwashers, and other personnel who do perform duties of cooks, cook's helpers, bakers, and butchers.

5. The employment and payment from voluntary contributions of civilians as mess attendants is not authorized in Army messes of units stationed within the Zone of Interior.

COL. ASHTON
5th Army

I think it's all right to use military messes; it is already defined in the regulation itself.

COL. BRYAN
AAF

How about changing the word, Colonel, to "Army" instead of "military", in keeping with the wording here?

MAJ. BALDWIN
12th A. F.

AR 210-60, which was published last month definitely lays down the rules and regulations on officers' messes, and I recommend that it remain as it is. It's brand new.

COMMENT

Read your recommendation again, please.

COL. BRYAN
AAF

"No change is recommended in paragraph 23, Section III, of AR 210-10, prohibiting the hiring of civilian personnel in military messes in the Zone of the Interior, et cetera." It will require another vote in that the first one did not have the word "military" in it. Oh, it was in. All right.

I was going to present one more recommendation, but in view of the action of the conference on the first recommendation, I think you will also want to refer this to that same committee for reconsideration. I would like to read it to you and get your expression of opinion, because it definitely links in.

Paragraph 4, Section I, of AR 210-10, to be amended so as to specifically include the terminology of "Food Service Supervisor" immediately following the word "Surgeon." This will further place the food service supervisor on the special staff of the CO. I have this AR 210-10, and I want to read it to you: "Staff of Post Commander. The post commander will employ as his staff the personnel of headquarters of the principal activity or unit present, augmented in the case of table of organization units only, by the number of personnel requisite to supervise caretaking and the remaining essential activities when the table of organization units are withdrawn. The official designation and address of the staff officers will be the executive, the adjutant, the quartermaster, the surgeon, etc.," - just immediately following the word "surgeon" we would insert the terminology "food service supervisor, etc."

MR. SMITH

OQMG

I move that be referred to the same committee for reconsideration.

FROM THE FLOOR

Second the motion.

COL. BRYAN
AAF

All in favor raise your hands. Carried. Thank you very much for this part of the Personnel report.

COL. FALLS

OQMG

Anyone who wants to can make a note of the stock number: 127-B-201-888 10-lb. Coffee bag, cotton. So if you want to requisition them, we will approve every one. There are two or three hundred thousand

available. I am sure you can use them about ten times in each urn. I'll repeat 127-B-201-888, 10 lb. Bag, Cloth, Coffee.

COMMENT

The following named officers are appointed to the Revised Personnel Committee: Colonel Macatee, Colonel Knoll, Colonel Dietz, Colonel Bryan, Colonel Landaw, Major Whiting, Major Baldwin and Captain Ogden.

COMMENT

Being a representative of the Ground Forces, I would like to withdraw from that committee.

COL. HARDING

We will take a break and I suggest that this committee get right to work; do not come in after this break; you have got quite a bit of work to do.

COL. KIRCHNER

There are only two committee reports remaining to be taken up and one is the Revised Personnel Committee and the other is the Committee that has a number of sub-committee which are reporting thru the main committee on the Manual's Revision. Because that is a large committee with sub-divisions we will defer discussion and recommendations from that committee until 10 o'clock tomorrow. We still have left the final recommendation from the Revised Personnel Committee. Colonel Knoll, do you have your recommendation?

COL. KNOLL

Air Materiel Command

I have. By virtue of being the senior on that special committee, I was automatically made Chairman. I will read you the recommendations of the committee for your consideration.

"A food service supervisor is authorized and will be assigned in the staff of each type command, organization and unit listed below. His duties will be solely those of supervision and direction of the food service program. The food service supervisor will be assigned to such staff position as directed by the Commanding Generals, Army Air Force, Army Ground Force, Overseas Commanders and Chiefs of Administrative and Technical Services. In the accomplishment of his duties in any capacity, the food service supervisor will be authorized direct access to the commander concerned. The commander concerned may assign qualified personnel of any Arm or Service to duties of food service supervision"

COMMENT

Recommend the report be accepted as that.

COMMENT

Second it.

COL. KNOLL

Air Materiel Command

Any further questions? All those in favor the usual sign. Carried.
Thank you.

MR. SMITH

The last report that we have on TM 10-401 is the report by Major McIlhiney on the Organization and Operation of the Office of the Food Service Supervisor. Now this is primarily in our minds, the base or post food service supervisor, how he organizes and operates his office, which is covered in the manual.

MAJ. MCILHINEY

Colonel Harding, ladies and gentlemen. The committee of which I was chairman found this to be a rather well covered subject in the Manual. We have made very few minor changes and have written our report in the form of a revised paragraph, if you want to call it that. With the permission of all of you, I see no point in reading it. The changes are very, very minor and I would like to simply turn it over to Mr. Smith and not bore you with reading it. There is one addition that he has made that was overlooked before and that was simply cooperation by the post food supervisor or similar officer with the local safety officer. I don't know how many of you stopped to realize that a cook's work is rather hazardous and becomes more hazardous every day. Nobody has mentioned safety in this conference and it has surprised some of us, and let's not forget it. If there are no questions, and nobody objects to my turning this over to Mr. Smith without reading it. Major Baldwin.

MAJ. BALDWIN

Yes, I do object to your turning over without reading it because I am also interested in this organization.

MAJ. MCILHINEY

Does anybody else object? If they don't, I will turn this over to Major Baldwin and let him read it.

MAJ. BALDWIN

We have some smart officers in this United States Army.

25. OFFICE ORGANIZATION. a. The office. It will be necessary for the food service supervisor to organize his own office before he can begin to put the food service program into effect. Normally the office of the food service supervisor will be located in the organization headquarters. It may, however, be located adjacent to or with the office of the quartermaster or supply officer. The primary factor in locating the office is proximity to information and personnel connected with food service activities. The office should be of sufficient size to permit conferences with food service personnel. If possible, arrangements should be made to utilize projection equipment such as motion pictures, film strips and slides. Projection of film strips in an office can be aided by the utilization of a shadow box. (See TM 12-250.)

(1) The Food Service Supervisor should have telephone facilities connected to city lines.

(2) Should be included on distribution list of Headquarters.

b. Personnel. (1) A sufficient number of trained technicians should be authorized as assistants to the food service supervisor. The food service supervisor should allow these trained technicians to function as assistant supervisors. It would be physically impossible for the food service supervisor to cover the entire food service program at any installation. The assistants can, therefore, cover some facilities at the same time that the food service supervisor is covering others. The facilities supervised by the assistants should be rotated so that the food service supervisor will supervise all of the operations in all of the facilities part of the time.

(3) The food service service supervisor should have one or more persons in his office who can prepare the required reports and correspondence. This personnel should be able to maintain sufficient office files for permanent records of the food service supervisor, should be able to locate the food service supervisor when necessary, and should at all time be able to answer questions in regard to the activities of the office.

c. Material to be maintained. The office of the food service supervisor should maintain the following data:

(1) Directives including War Department circulars and orders, memoranda or bulletins of higher headquarters pertaining to food service.

(2) Information on training courses available to food service personnel.

(3) Publications pertaining to food service activities.

(4) Training material pertaining to food service activities.

(5) Copies of the master menus and local adjustments thereto.

(6) Data on local food service activities, including information on food service studies and surveys conducted.

26. OBTAINING DATA ON LOCAL FOOD SERVICE ACTIVITIES. The food service supervisor must visit and secure data on all food service activities within the command. This data should be recorded on cards and retained in his files. This file should be kept up-to-date. These card files should be maintained on the following:

a. Personnel. Constant personal contacts should be maintained between the Food Service Supervisor, unit commanders, and organizational Food Service personnel. The food service supervisor should observe the operators and the procedures they employ in their work. This personal contact alone will not provide sufficient record for the accurate judging of the personnel efficiency. This personal contact in conjunction with a tangible card record will provide sufficient information for the rating of personnel in the food service program. The information for the card file may be obtained from various sources. The classification cards will show the experience and the previous training; observation and efficiency ratings will determine present performance. He can, by questioning, determine whether the operator is interested in the food service field. It may be advantageous to question the operators' superiors to obtain a more personal rating than the efficiency rating provides. The ratio of food service personnel to the troops served can be ascertained. These factors should be analyzed. If this analysis shows a need for change, the required action should be taken.

c. Equipment. A card file similar to the one maintained on the facilities should be prepared on all equipment and kept in the office of the food service supervisor. This should include the number of each item of equipment, whether it is sufficient for the need, whether the maintenance is adequate, the condition of the equipment, what kind of substitutions should be made, if any, when replacement is necessary. This statistical record should be made by the food service supervisor when he takes his position and maintained as an up-to-date record. This information will enable the food service supervisor to make recommendations for new equipment and facilities.

27. RELATIONSHIPS WITH INTERESTED PERSONNEL. a. General. To perform his work effectively the food service supervisor must maintain excellent working relations with his commanding officer, the quartermaster or supply officer, the surgeon, the sales officer, unit commanders, unit mess officers, and unit mess stewards.

b. Commanding Officer. The commanding officer will depend upon the food service supervisor for conformance with food service directives, for obtaining a minimum of food waste, and for satisfactory operations in food service activities. The food service supervisor must keep his commanding officer informed on food service activities.

c. The Quartermaster or Supply Officer. The Quartermaster or supply officer is responsible for obtaining, storing and issuing subsistence for such food service activities as the sales commissary, ration breakdown, bakery, central meat cutting plant, and central pastry bakery. The food service supervisor can render invaluable service in the capacity of liaison with the messes and in observing, studying, analyzing and making recommendations on food service activities as a whole.

d. The Surgeon. The surgeon is responsible for the health of the troops. In relation to food service this involves the caloric content of the menu, the nutritional requirements of the troops, sanitation in preparation and serving, sanitation inspections of food service activities and examination of food handlers. The food service supervisor coordinates with the surgeon on menus and on sanitary inspections. New procedures that may affect sanitation or the health of troops should be presented to the surgeon prior to adoption.

e. The Sales Officer. The sales officer is the station quartermaster's or supply officer's representative for the requisition, storage and issue of subsistence. The food service supervisor performs liaison between the messes and the sales officer to improve issue procedures and to make recommendations to eliminate food waste.

f. Unit Commanders, Unit Mess Officers and Mess Stewards. The operation of a mess is a command function. Normally the unit commander appoints one of his officers as unit mess officer. The unit commander, mess officer and mess steward know the food preferences of the men of the unit. The unit commander is also in a position to know the duties of the troops and how they may affect messing. For these reasons the food service supervisor must coordinate his recommendations with these persons. The food service supervisor should analyze each mess from every standpoint, then, in coordination with the unit commander and key food service personnel present his findings and develop methods of improvement.

g. Post or Base Safety Officers. Recognizing the inherent safety hazards in messes, liaison will be maintained between the Safety Officer and the Food Service Supervisor with a view towards minimizing these hazards.

28. OPERATIONS THROUGH CONFERENCES. a. General. The food service supervisor will necessarily spend much of his time in conferences. Many of these will be individual conferences with the commanding officer, the sales officer, the surgeon and others. Many, however, will be with small groups such as a unit commander, his mess officer and his mess steward. In all such conferences the food service supervisor should have a definite objective. The ultimate decision, however, should be reached through discussion and agreement rather than by the food service supervisor attempting to enforce the adoption of his ideas. The Food Service Supervisor must remember at all times that he is a Staff Officer.

b. Monthly Conferences with Unit Mess Officers. Where feasible, monthly meetings should be held with unit mess officers. At these meetings subjects embracing the field of mess management can be developed. The food service supervisor should prepare a specific topic for each conference. The topic should be developed through discussion rather than lecture. Current problems should always be discussed at each conference. If these problems take all of the conference time, the planned program should be tabled.

c. Weekly Conference with Unit Mess Stewards. Where feasible, weekly meetings should be held with unit mess stewards. At these meetings such subjects as improved mess management, new recipes, substitutions on the menu and other items of current interest should be discussed, as well as special problems which may occur from time to time.

29. EXECUTION OF THE PROGRAM. No change.

SECTION IV

INDOCTRINATION

38. IMPORTANCE AND PURPOSE OF INDOCTRINATION. a. General. The success of the entire food service program is dependent upon the willingness of food service personnel to observe correct operating practices and the willingness of all of the troops to cooperate in the elimination of food waste. The purpose of indoctrination plans must, therefore, be directed to both food service personnel and the consumer. Indoctrination is accomplished through promotional and training activities. The planning must be based on an evident need and developed so that it will have appeal and will achieve the objective.

b. Indoctrination of Food Service Personnel. The objectives in the indoctrination of food service personnel are:

- (1) Accurate estimation of food requirements.
- (2) Efficient control of food storage and distribution.
- (3) Effective preparation methods.
- (4) Effective serving methods.
- (5) Careful and appropriate use of leftovers.
- (6) Maintenance of proper salvage methods.
- (7) Proper care and utilization of equipment.
- (8) Cultivation of better messing habits and surroundings. The objectives will be accomplished with more ease when food service personnel have an interest in food service work and a recognition of the importance of food service.

c. Indoctrination of Consumer. The objectives of the indoctrination of consumers are:

- (1) Food service facilities and problems.
- (2) Conservation of food in eating.
- (3) Conservation of food when operating in food service activities.
- (4) Eating of balanced meals.

39. INDOCTRINATION MEDIA AND METHODS. No change

40. PLANNING THE INDOCTRINATION PROGRAM. No change.

MR. SMITH

Are there any other general comments on 401 before we close up this session. I appreciate that you are all rather hot and tired and about ready to go, and it might be a bad question to ask, because if anybody says anything maybe you will get booted out. Are there any that you do have, if you do, you can give them to Miss Boch or myself, or you can mail them in personally to us. We will certainly be glad to get them. Thanks a lot to you for listening; thanks a lot to the committee members for their work and recommendations.

COL. HARDING

Does any one have any subjects or any questions or any remarks to make before we ring down the curtain?

COL. ASHTON

I would like to make a recommendation at this time that I think will meet with the wholehearted approval of every member of this conference. That recommendation is this: I recommend that we give to Colonel Harding, Food Service Division, Office of The Quartermaster General, a rising vote of thanks for the splendid conference that has been conducted here. Do I hear a second.

FROM THE FLOOR

Seconded.

COL. HARDING

Thank you very much gentlemen.

COL. BRYAN

I am sorry, but I was called out in the hall on something else, but I did want to state this and I don't want you to overlook it and I want it made a matter of record: We of the Air Forces first, appreciated very much, Colonel, The Quartermaster General extending an invitation not only to our Headquarters but to our personnel to attend and participate, and second, not speaking in a selfish vein at all, I think that my personnel have appreciated very much the contacts they have been able to make with the personnel of the Ground Forces, as to the Bakers and Cooks and other schools. I think that it has been very beneficial and my only hope in closing is that we will have opportunity in the future of getting together again to see how this conference has resulted in improving the food service and how it might better improve us in the future. Thank you, very much.

COL. HARDING

Any one else?

UNIDENTIFIED SPEAKER

I would like to leave this committee with just two thoughts, and I am going to read them off very carefully: Do not sell on-the-job training course. Where on-the-job training is properly supervised, it is a success. I know this from personal observation and personal supervision; number two, the most effective recruitment agency in the whole Armed Forces is the dining room. That's your job. You are the recruiting officer.

COL. BRYAN

I am going to get the last word in yet. Colonel Harding, I don't know but don't you think this idea of these conferences about once a year would be a good idea?

COL. HARDING

Excellent. We are going to have them.

UNIDENTIFIED SPEAKER

Suppose we hold the next one then in California next year. I do recommend that we have a conference yearly and let them get together and work out our problems.

COL. HARDING

Well, ladies and gentlemen, I want to tell you all how much I appreciate your coming here. It shows a tremendous interest in this program and I know that you are going out of here and carry it through. Now we are going to adjourn and the next reconvening will be in the Federal Room, Hotel Statler, as Mr. John L. Hennessy's guests at 5 o'clock. Thank you.

May I have your attention please. It is fitting in closing this conference that we have a few words from General Middleswart. He has been interested in the food service program for many years. Before the Food Service Division was formed, he did a tremendous amount of work in The Quartermaster General's Office on food service. We will now hear from General Middleswart.

GEN. MIDDLESWART

Ladies and Gentlemen of the food conference. I am, of course, very happy to be with you today. I have enjoyed the work of the conference a great deal. I hope we have all got a lot out of it. It was Mark Twain who once remarked that everybody talked about the weather and nobody did anything about it. I think that the fact that this food conference has been in service here in Washington for a couple of weeks indicates a desire of all of you to do something about this problem. It's one that certainly needs something done about it. As Colonel Harding remarked I had a great deal to do with this Circular 50 which was written. It was written in my Division, principally by Major Dorsett. It was gotten thru the staff, principally thru the efforts of Lt. Colonel Bagley of the Air Corps who is on duty in the Organization and Training Division. All credit is due these two able officers for what they did on this program. In working with this Circular, I was constantly turning over in my mind what I would do if I were a food service supervisor in an air division or infantry division or in a post. It seems to me that one of the first things I would do would be to prepare a chart in my office listing individually every separate mess in the division or in the post, and I would post on that chart how many of the kitchen personnel were graduates of the school of Bakers and Cooks, and if they were putting people in the mess who were not graduates of these schools I'd try to do something about it, and only if the cooks and other personnel, mess sergeants and whatnot, that were graduates were on the increase would I feel that my mission was being in part accomplished. I think the same thing is true of the officer who supervises. I would have them on a chart. I would try to look at two things first, are they on sole duty as food supervisor and secondly, are they graduates of schools. The object, as you know, of these officers is that they not only be interested in food but they be technically proficient and that technical proficiency can best be attained thru attendance at these food service schools. I feel, therefore, that that should be another thing that you should watch carefully. As I have been privileged to sit here and hear

some of these fine lectures that you have heard, there has also been running thru my mind the question whether the efforts and the expense put into this conference will be justified in the results attained. The results, as I see it, are entirely up to you. I am not so naive to believe that each individual present is going to lend his full weight in the food service program. When you get back to your posts you are going to find your desks piled high with work, and it will be the natural tendency to attack those problems relegating your action on food service matters to the background, something to be done in the future. If you don't do something quick on this program you won't do it at all. Will you be leaders or followers in this program? We have all seen examples of fine messes that due to the transfer of the individual who is responsible for this fine mess that mess goes down slowly but still goes down. I am confident, gentlemen, that if this program is neglected for three months, all the effort put into it will have been lost. I feel that we should constantly keep before us a copy of the findings of the Hennessy Board. All of you have a copy of it, I am pretty sure; certainly one was distributed. I am firmly of the opinion that many things which the Hennessy Board found are continuing; I don't believe they've been solved. I felt that all along that's the purpose primarily of the organization of the Food Service Division in the Quartermaster General's Office, to see that those conditions, that those things complained of, and God knows most of them are justified, did not work. I want to mention another thing, a little aside from this food service program. My Division has what you call a Civilian Supply Division which screens all of the demands from the overseas area, all overseas areas, for food supply and other supplies falling into the Quartermaster line. We have just had a delegation go overseas and they report that the malnutrition of the people abroad is striking. The individual who was talking yesterday, an officer of the Army, said he had just been to Poland. The people in Poland look far better fed than did the people in our own area. A bill was introduced early in the month to raise the contents of the ration to 2,000 calories in our occupied areas. Now, I think it is 1,500. The problem posed there is whether we are going to feed the ex-enemy countries more than we feed our liberated countries, and it's a real problem. We exported last year 15,000,000 tons of grain or grain equivalent. With the failure of the corn crop it is doubtful if we can meet that quota next year. There is also an insistent demand for meat and many other products that we are not sending them. What are we going to do about it. There are people, and there were people at this conference yesterday from the State Department which said that the only answer is rationing in this country. We may have to and probably will have to put on the heat on food conservation again. We can not, it seems to me, as a governmental policy, allow the people behind the iron curtain to be better fed than the ones in front of the iron curtain. That is a matter which will become very hot in the next few months and we may have to do something about it

in the Armed Services. I want you to know that The Quartermaster General has appreciated your service here. July is certainly not the ideal month to hold a conference. That is all the more reason that we owe our thanks to you for coming here to this conference. In closing the conference, I wish to add my personal thanks, and wish to you every possible satisfaction in this most merited program. Thank you.

RECOMMENDATIONS

A summary of the more important recommendations has been made on the following pages.

These have been divided into two Sections: those voted upon by all conferees and those not voted upon.

Some committee recommendations were of such length that the conferees deemed it advisable to not vote upon them without sufficient time to study their impact. The conference being limited to eight days did not allow time for the thorough study of some committee reports, therefore they have been included as valuable material for future study of the program.

SECTION I

SUMMARY OF RECOMMENDATIONS ADOPTED

Re-enlistments (see page 418)

Appropriate directives be prepared to insure that qualified food service personnel re-enlisting are assigned to duty in keeping with their qualifications and MOS's as the individual elects.

Personnel Survey. (see pages 419 and 420)

The War Department directs its inspection agency and the Air Forces and Ground Forces be directed to have their inspection agency survey all personnel at every installation in order to determine the proper assignment of personnel based upon their qualifications, authorized MOS's and personal statements of desire of the individual concerned where that individual concerned where that individual holds one or more earned MOS's.

Civilian Personnel in Messes (see page 421 and 422)

No change is recommended in paragraph 23, Section III of AR 210-10, prohibiting the hiring of personnel in messes in the Z/I. The hiring of civilian mess attendants, if desired, should be conditioned only in the event appropriated funds are made available.

Food Service Organization in Overseas Theaters.

(See pages 325 through 330 for complete report. Entire report adopted by vote of conferees).

Subsistence Accounting & Supply

The phrase "Subsistence Accounting and Supply" should be used in lieu of "Garrison Ration" or "Field Ration". (See page 306).

Monetary Allowance for Subsistence

The term "Value of the Garrison Ration" be changed to "Monetary Allowance for Subsistence." (See Page 308).

Supply System

No change in present Supply System. (See Page 309).

Monetary Credits

A system of monetary credits be established for all organizations operating troop messes, based on a current monetary allowance for subsistence and the duty or morning report strength of such organization, but limited to a fixed maximum on a per capita basis. Three dollars for individual's base organization is recommended. Additional subsistence items may be obtained through the Supplying Quartermaster Sales Organization to the extent of the established credit. No cash accrues to organizations and all purchases must be made through station supply officers. (See Page 309).

Cost of Meals

Circular 120 to be amended to require payment of 35 cents per meal for civilians authorized to eat in a field ration mess. (See Page 318).

Representatives of TQMG to Visit Overseas Theaters

Representatives of The Quartermaster General should visit overseas theaters for the purpose of assisting in improving the Food Service Program.

Food Service Supervisor in Overseas Theaters

a. In Theater Headquarters at Staff level or at Staff level in the Office of the Chief Quartermaster.

b. In all lower echelons, directly on the staff of the commander.

c. Food Service Supervisor have sole duty - supervision of the Food Service Program.

d. Food Service Supervision feasible, desirable, absolutely essential in active theater of operations.

e. Functions of Food Service Supervisor same in overseas theater as in Z/I.

f. Food Service Supervisor a functioning staff officer and consultant.

g. Overseas Theaters need help, representatives of OQMG should visit overseas theaters for purpose of assisting in improving food service.

Consolidation of Bread and Pastry Bakeries. (see page 341)

- a. As matter of future policy, Army bakeries and pastry bakeries should be consolidated.
- b. At present inexpedient to make blanket rule to that effect.
- c. Each case should be considered on its merits except for new construction.
- d. As matter of future policy and building, bread and pastry bakeries should be consolidated.

Menu Board Procedures. (see pages 346 through 354)

The minutes of the Menu Board meetings should include: adequacy of the rations; later substitutions and causes; preparation of meals; service of meals; waste.

Surveys. (see pages 357 through 359)

- a. Surveys should be conducted from Army level.
- b. A modified survey outline should be prepared for use at lower levels.

Report of Progress. (see pages 360 through 377)

- a. That a monthly Food Service Progress Report be submitted from each installation to Army or Theater Headquarters. Each Army and/or Theater to submit consolidated monthly progress report to higher level.

Training. (see pages 383 and 384)

- a. A careful survey be instituted to determine present assignments of previously trained graduates of Food Service Schools and others qualified for Food Service work with a view to assignment in Food Service.
- b. Strongly recommended that Food Service Schools be placed under control of the Quartermaster General. (See Pages 249 and 250).
- c. That all Food Service personnel be promoted as provided for in existing regulations. These promotions to be implemented with definite assignment of funds and be authorized irrespective of present troop bases on bulk authorizations. (See Page 386).

Mess Attendants. (see page 415)

Mess Attendants be assigned on basis of minimum of 1 to 20 and maximum of 1 to 50.

Civilian Mess Attendants. (see pages 421, 422)

No change should be made in paragraph 23, Section III of AR 210-10.

Food Service Supervisor (see page 425)

Paragraph 4 WD Circular 50 should be amended as follows:

"A food service supervisor is authorized and will be assigned in the staff of each type command, organization and unit listed below. His duties will be solely those of supervision and direction of the food service program. The food service supervisor will be assigned to such staff position as directed by the Commanding Generals, Army Air Force, Army Ground Force, Overseas Commanders and Chiefs of Administrative and Technical Services. In the accomplishment of his duties in any capacity, the food service supervisor will be authorized direct access to the commander concerned. The commander concerned may assign qualified personnel of any Army or Service to duties of food service supervisor."

Schools (see page 409)

That one central agency be designated to represent the War Department and control the operation of all food service schools.

062 (see page 416)

Set aside a percentage of all original enlistments selected and volunteered on basis of qualifications for training in the food service program for MOS 062 upon completion of their basic training - on percentage - wise replacement basis, world wide. Original enlistment for a term of three years or more to be considered only.

SECTION II

RECOMMENDATIONS NOT VOTED UPON

Recommendation to improve Arctic Feeding (see page 137)

- a. Increase the number of cooks.
- b. Increase in the ratings.
- c. Increase in cooks helpers.
- d. A can-opener should be available which cuts the can into two halves.
- e. Conduct studies on pressure cooking.
- f. Develop some type of self-heating can.
- g. Develop a method of supplying individual water requirements.
- h. Provides "snack bar", easily carried, with a high degree of acceptability, containing a large nutrient value which can be eaten even when frozen without danger or discomfort.

The above recommendations were made by Colonel N. P. Williams, President of The Quartermaster Board. They were not voted upon by the conferees.

Fresh Milk (see page 174)

"Allowance of fresh milk will be increased to 16 ounces per day per man. The market center be compelled to purchase it in the container desired."

This recommendation was not voted upon by the conferees.

Sales Officer's Course (see page 358)

Recommend a separate course for sales officers to pool together in formal training, what they are learning and have learned on the job itself, and that the course include a thorough emphasis on the coordination between the sales officer and the food service supervisor.

This recommendation not voted on by the conferees.

Organizational Functions at War Department Level (see page 300)

The recommendations of this committee were not voted on by the conferees.

Organization and Functions at Army or Air Command Level (see page 322)

The recommendations of this committee were not voted on by conferees.

Organization and Operation of the Office of the Food Service Supervisor, Post Level (see page 427 through 432)

These recommendations not voted on by Committee.

Organization and Functions of the Office of Post or Base Food Service Supervisor (see page 331)

The recommendations of this Committee were not voted on by Conferees.

FOOD SERVICE CONFERENCE CONFEREES

7 July - 16 July 1947

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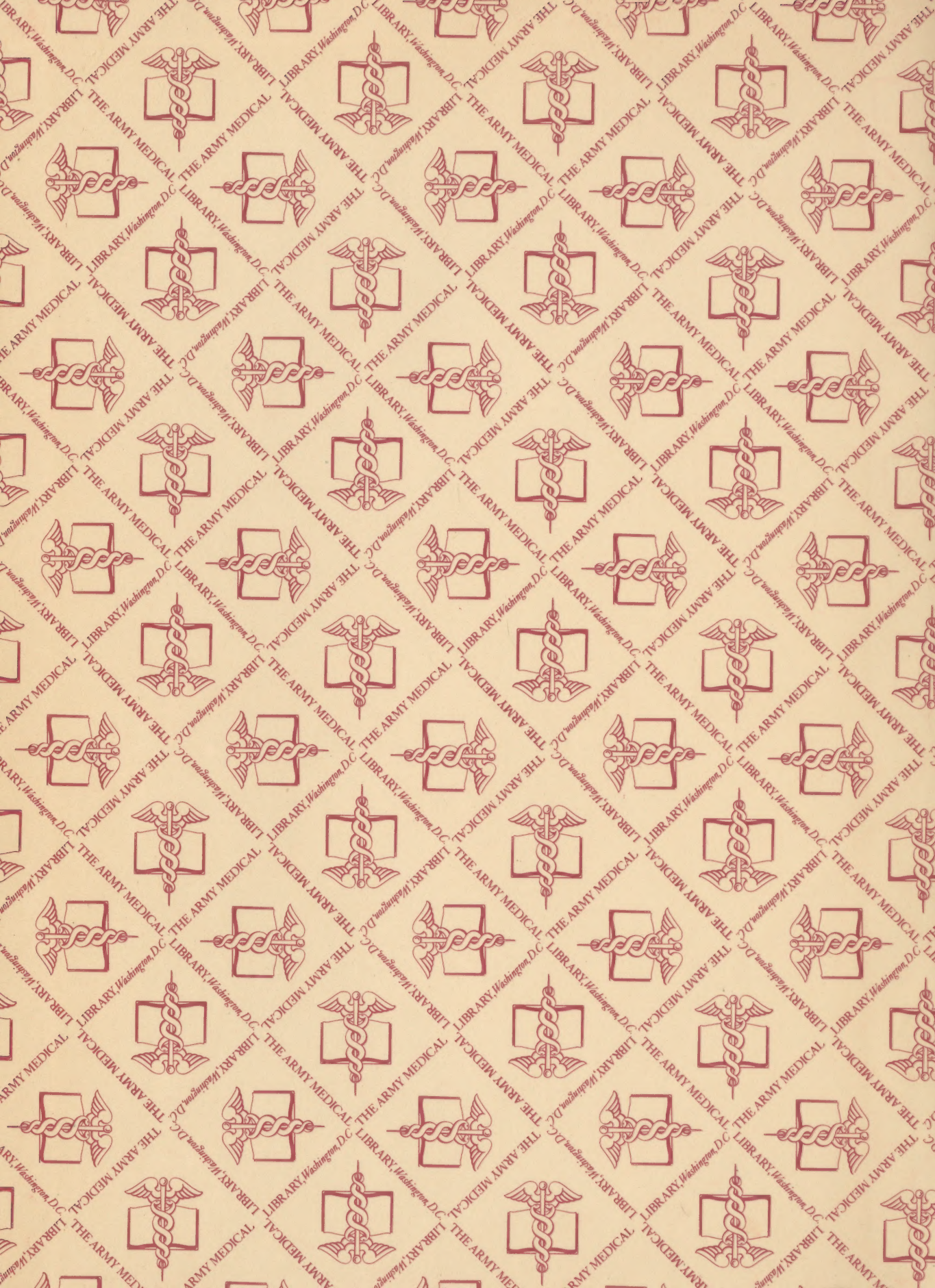
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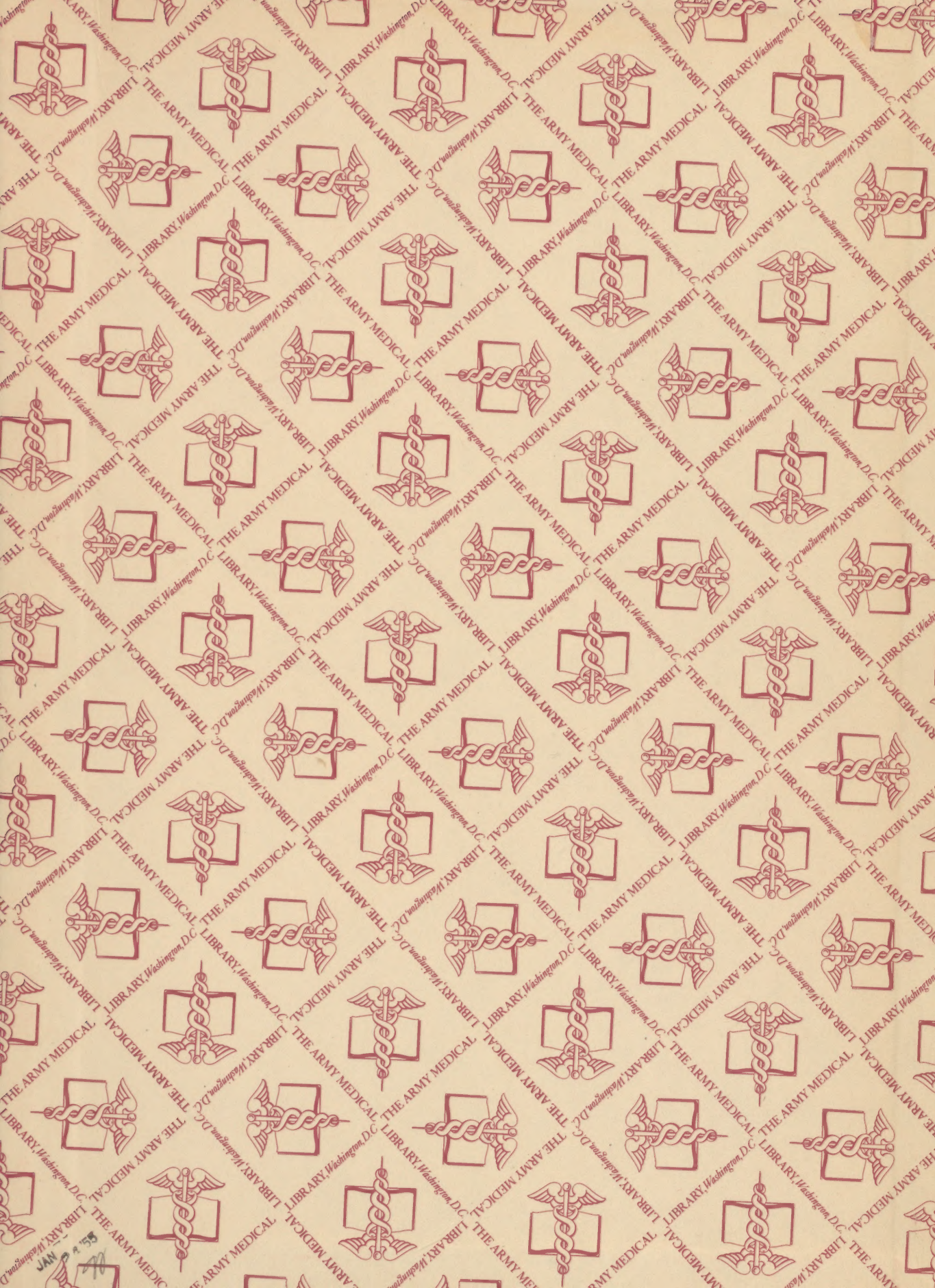
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